

U.S. Department of Justice
FY 2016 PERFORMANCE BUDGET

**Office of Community Oriented Policing
Services**

Congressional Justification
2/2/2015

Table of Contents

	Page No.
I. Overview	2
II. Summary of Program Changes	14
III. Appropriation Language and Analysis of Appropriations Language	15
IV. Program Activity Justification	19
A. Community Oriented Policing	
1. Program Description	
2. Performance Tables	
3. Performance, Resources, and Strategies	
a. Performance Plan and Report for Outcomes	
b. Strategies to Accomplish Outcomes	
c. Priority Goals	
V. Program Increases by Item	46
VI. Program Decreases by Decreases	56
VII. Exhibits- Grants and Salaries and Expenses (S&E)	
A. Organizational Chart	
B. Summary of Requirements	
C. FY 2016 Program Changes by Decision Unit (N/A for S&E)	
D. Resources by DOJ Strategic Goal/Objective (N/A for S&E)	
E. Justification for Technical and Base Adjustments (N/A for Grants)	
F. Crosswalk of 2014 Availability	
G. Crosswalk of 2015 Availability	
H. Summary of Reimbursable Resources (N/A)	
I. Detail of Permanent Positions by Category (N/A for Grants)	
J. Financial Analysis of Program Changes (N/A for S&E)	
K. Summary of Requirements by Object Class	
L. Status of Congressionally Requested Studies, Reports, and Evaluations (N/A)	

I. Overview of the Office of Community Oriented Policing Services

1. Introduction

In Fiscal Year (FY) 2016, the Office of Community Oriented Policing Services (COPS) requests a total of \$303,500,000, 188 positions and 118 FTE to further the Department of Justice's (DOJ) goal to successfully assist state, local, and tribal law enforcement agencies in their efforts to prevent crime, enforce laws, and represent the rights and interests of the American people. The COPS Office is proposing funding for several programs to assist state, local, and tribal law enforcement to combat crime and increase law enforcement effectiveness by leveraging resources and maximizing cooperative efforts. The highlights of this request include \$249.5 million for the COPS Hiring Program to assist in hiring additional law enforcement professionals (both sworn and non-sworn personnel); \$20 million for the COPS Office's Collaborative Reform Initiative for Technical Assistance (CRI-TA); \$20 million for Indian Country; and \$3 million for a Countering Violent Extremism (CVE) program.

The COPS Office proposes that Management and Administration (M&A) needs be supported with program funding in FY 2016. These funds will support 188 positions and 118 FTE; administrative and oversight costs of FY 2016 COPS programs and activities; and active grants associated with programs appropriated in prior fiscal years.

2. Background

The COPS Office was established in 1994 to assist state, local and tribal law enforcement agencies enhance effectiveness and build the capacity to advance public safety through the implementation of community policing strategies. Community policing is defined as developing partnerships between law enforcement agencies and the communities they serve so they can work collaboratively to resolve problems. It is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem solving techniques, in order to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, fear of crime, and satisfaction with police services. Community policing is comprised of three key components:

Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police:

- Other Government Agencies
- Community Members/Groups
- Nonprofits/Service Providers
- Private Businesses
- Media

Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving:

- Agency management
- Climate and culture
- Leadership
- Labor relations
- Decision-making
- Strategic planning
- Policies
- Organizational evaluations
- Transparency
- Organizational structure
- Geographic assignment of officers
- Despecialization
- Resources and finances
- Personnel
- Recruitment, hiring, and selection
- Personnel supervision/evaluations
- Training
- Information systems (Technology)
- Communication/access to data
- Quality and accuracy of data

Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and rigorously evaluate effective responses:

- Scanning: Identifying and prioritizing problems
- Analysis: Researching what is known about the problem
- Response: Developing solutions to bring about lasting reductions in the number and extent of problems
- Assessment: Evaluating the success of the responses
- Using the crime triangle to focus on immediate conditions (victim/offender/location)

In FY 2016, the COPS Office will continue to fulfill its mission of advancing public safety through community policing by:

- Providing grants under the COPS Hiring Program (CHP) to support the hiring of sworn and non-sworn law enforcement personnel nationwide;
- Enhancing the Collaborative Reform Initiative (formerly called the Collaborative Reform Model of Technical Assistance) for a proactive, non-adversarial, and cost-effective approach to practical technical assistance for agencies with significant law enforcement-related issues;
- Aligning training and technical assistance to officer hiring;

- Continuing to promote improved public safety outcomes by infusing its core principles in all grant programs, acting on evidence that community policing advances public safety;
- Continuing to support innovative programs that respond directly to the emerging needs of state, local, and tribal law enforcement in order to shift law enforcement's focus to preventing, rather than reacting to crime and disorder within their communities;
- Promoting the hiring of wounded, ill or injured veterans into non-sworn law enforcement positions;
- Developing, delivering, and continuing to evaluate state-of-the-art training and technical assistance to enhance law enforcement officers' problem-solving and community interaction skills, including up to 5% of the CHP funding to assist CHP grantees that select addressing violent crime, offender reentry, school safety and/or veteran hiring as the problem/priority area(s) on which their COPS-funded community policing officers will be focused;
- Establishing a new Community Oriented Policing Management Education and Development Program (COP-MED), to provide a unique professional development opportunity for law enforcement professionals to engage in rigorous coursework, projects, and other activities within a structured academic environment;
- Establishing a new Countering Violent Extremism (CVE) program;
- Promoting collaboration among law enforcement; community members; academic institutions; and other key stakeholders to implement initiatives that have proven effective in helping to prevent crime and build community trust; and
- Providing responsive, cost effective service delivery to grantees to ensure success in implementing community policing strategies within their communities.

Since 1994, the COPS Office has invested approximately \$14.7 billion to add officers to the nation's streets; enhance crime fighting technology; support crime prevention initiatives; and provide training and technical assistance to help advance community policing. The programs and initiatives developed have provided funding to more than 13,000 of the nation's 18,000 law enforcement agencies. Through these efforts, the COPS Office has helped create a community policing infrastructure across the nation.

Research on the COPS Office demonstrates a positive relationship between Community Oriented Policing strategies and public safety outcomes. For example, a study published by Evans and Owens (2007) showed that the crime problems targeted by COPS Office grantees "led to a statistically precise drop in crime in subsequent years for four of the seven index crimes." As part of demonstrating their comprehensive community policing plan, COPS hiring program applicants may choose from several crime problem areas, including the four index crimes –auto theft, burglary, robbery and aggravated assault – to target funding to improve public safety in their communities.

The COPS Office recently commissioned the University of Chicago to conduct an analysis of the relationship between COPS Office hiring grants and crime rates. The University is in the process of conducting a split-regression analysis using COPS Office hiring data from 2009 to 2013 compared to the Federal Bureau of Investigation (FBI) Uniform Crime Report (UCR) data over an extended period of time in order to determine if a relationship exists between the location of hiring grant awards and reductions in violent and property crime. This report should be completed by December 2015.

Supporting the President's Transparency and Accountability Goals

In support of the President's goal of a more transparent and accountable federal government, the COPS Office continues to review and improve our business processes to achieve greater efficiencies and be more responsive to the needs of the law enforcement community. These efforts have led to the implementation of innovative projects to promote the COPS Office's primary mission and improve grantees' access to COPS resources and overall experiences with the COPS Office; expand our current e-government capabilities; enhance customer service; and empower employees to meet our mission.

Community Policing Enhancements

In FY 2016, the COPS Office will continue to refine community policing enhancements that began in FY 2011 through improvements to COPS grant programs and knowledge resource management activities in an effort to better meet our mission to "advance public safety through community policing." Recent accomplishments include:

- **Comprehensive Community Policing Plan:** Requiring hiring grant applicants to complete a more comprehensive community policing plan that incorporates a problem solving component by asking applicants to specify crime issues that they will target with hiring funding; and continuing to enhance the Community Policing Outreach Section, in which staff are dedicated to providing technical assistance on specific problems identified by the grantee, such as homicide issues;
- **Progress Report Enhancements:** Requiring more detailed progress reports on community policing implementation across all COPS programs;
- **Further Integration of Outreach and Technical Assistance into Grants Operations:**
 - *Integration of Technical Assistance into Grants Monitoring Activities.* Implementing a grant monitoring strategy that involves a more comprehensive review of the agency's community policing efforts and providing additional on-site community policing technical assistance;
 - *Customer Care Model of Grantee Outreach.* Contacting each grantee at least twice a year to identify and assist with any potential issues, such as progress report issues, or need for grant budget modifications or extensions. During the calls, the grantees are also made aware of community policing resources available to them through the Office's Response Center or website.
- **Community Policing Assessment Tool:** Continuing the use of a standardized assessment tool to capture community policing progress within law enforcement agencies.

COPS Business Process Improvement

The COPS Office remains committed to being a continuously improving organization that excels at meeting its mission and providing excellent customer service. In FY 2014, the COPS Office Management Services Directorate implemented recommendations from a business process analysis to create efficiencies through standardized and repeatable activities and will be aligned

with organizational policies. This effort also includes a continuous improvement process, which will be an on-going effort to maintain and improve business processes and standard operating procedures.

Grant Management System

In FY 2013, the COPS Office completed the first phase of the NexGen COPS Management System (NexGen). NexGen is designed to:

1. Automate the entire grant management lifecycle (i.e., pre- and post-award processing; monitoring; and closeout) by integrating a document management and workflow engine;
2. Serve as a new grants management database enterprise application; and
3. Provide the ability to manage and access certain data elements for reporting and analysis needs.

The NexGen COPS Management System has increased operational efficiency by streamlining our grants management operations and reducing paper flow for COPS grants management processes.

In FY 2014, the COPS Office completed the second phase of the NexGen system which included new web applications to support the COPS Office's streamlined monitoring, audit and compliance-based activities. The COPS office also completed the final phase, which included a redesigned Solicitation Management System (SMS), enhanced administrative capabilities, enterprise reporting, and an enhanced grant progress reporting system.

In FY 2015, the COPS Office is further enhancing the Office's monitoring, audit, and compliance activities; updating our Agency Portal to support streamlined grantee programmatic requests (e.g., grant modifications, extensions, etc.); and improving our IT infrastructure to enhance overall performance and reliability of the NexGen system. The COPS Office will also be conducting preliminary analysis activities in FY 2015 to support shared IT services among the DOJ grant-making components. This effort was established to deliver a shared solution for the DOJ grants management community that leverages these existing systems and tools.

2016 objectives of the effort are to:

- Demonstrate progress in resolving challenges identified by GAO recommendations;
- Implement more efficient and informed decision making, including real time tracking and performance dashboard capabilities;
- Increase efficiencies in resources and efforts, including improved processing time;
- Improve customer experiences/services, including reduced administrative burden;
- Improve transparency and information sharing related to grant making;
- Enhance accountability and internal controls;
- Increase capability to integrate functionality of existing standalone systems; and
- Facilitate the timely closeout of grant awards.

Evidence and Evaluation

As noted in the Office of Management and Budget (OMB) Memorandum M-13-17, “Next Steps in the Evidence and Innovation Agenda,” the COPS Office strives to ensure that we execute evidence and evaluation in grant programs and promote public adoption of evidence-based practices in the law enforcement field in FY 2016 and beyond:

Harnessing data to improve agency results

All COPS Office hiring grantees since 2011 are required to complete the Community Policing Self-Assessment Tool (CP-SAT) and distribute it to members of their organizations at the beginning and end of their grant period. The CP-SAT is an online survey instrument that is designed to improve understanding of the levels of community policing implementation in COPS grantee organizations, and inform efforts to demonstrate progress over time in those agencies. It includes tailored survey questions for line-level officers; chiefs; supervisors; civilian employees; and citizen partners. To date, the COPS Office has received approximately 50,000 completed individual surveys from over 600 agencies.

Using innovative outcome focused grant designs

The COPS Office continues to use the funding methodology we created in FY 2010 to further enhance our hiring grant program application. The current methodology has improved objectivity and evaluation-based community policing criteria. The COPS Office also developed a standard set of measurable questions to indicate the extent of community policing activities an agency is currently engaged in and plans to engage in as they relate to specific public safety problems. This has allowed the COPS Office to track grant-related outcomes. For example, an agency may indicate on their initial application that they will examine specific types of data to improve their understanding of a specific crime problem. Alternatively, they may commit to implementing a specific type of organizational improvement such the incorporation of problem solving and partnerships into hiring and promotional decisions. These baseline data are quantitatively captured across applications. Activities are then tracked via regular progress reports in which the grantees indicate if they have successfully implemented them. This process will allow the COPS Office to compare, among other things, the relative commitment to proven policing concepts among grantees.

COPS E-government Initiatives

The Community Policing Learning Portal is the initial access point for community policing online training. It showcases four learning portals focused on stakeholder groups: 1) COPS grantees; 2) law enforcement practitioners; 3) community members; and 4) community policing professionals. The Portal is designed to:

- Educate and inform stakeholders about community policing;

- Increase the capacity for law enforcement agencies and communities to implement community policing strategies; and
- Facilitate collaboration and communication with others in the field on topics of shared interest.

All four portals have been enhanced with the inclusion of several online community policing courses. The community policing curriculum development tool, which is housed under the COPS Grantee Portal site, standardizes the way in which training is developed, approved, and delivered. This tool further enhances future COPS training initiatives to ensure that our training is of the highest quality. The community members' portal features a new course designed to help citizens understand the vital role they play in community policing, their impact, and how they can partner with law enforcement to make their communities safer. In addition to new courses, the Portal hosts the new COPS Training and Technical Assistance Reporting Tool. COPS training partners are required to submit their data quarterly to ensure that training goals and objectives are being met and to determine the number of people trained on COPS curricula in real time.

The COPS Office is currently developing a secure online community group and message boards within the Portal for COPS Hiring Program (CHP) grantees that have a specific focus on homicide, school safety, or gun violence. The goal is to share best practices and resources to replicate innovative strategies that will address these issues in their communities. New courses will also be developed in FY 2015. This will include courses for the community members' portal that focus on specific issues such as: Gangs, Partnership Building, Youth Violence, Suspicious Activity Reporting and Problem Solving. The portal for law enforcement practitioners will feature new online courses in Domestic Violence, Conflict Management, and Cultural Diversity, and other related community policing topics of interest.

The COPS Office is focusing on an enhanced web and social media campaign to expand the reach of practitioners and stakeholders who have access to information and resources around important community policing issues. We have refreshed the COPS homepage, and expanded our Facebook, and Twitter knowledge distribution efforts with a goal to expand our Twitter followers to 2,000; Facebook followers to 5,500; *Community Policing Dispatch* subscribers to 7,500; and *On the Beat* webcast followers to 7,500.

In FY 2016, the COPS Office will continue to offer new courses for all four learning portals that will showcase community policing best practices and be responsive to emerging issues.

COPS Customer Service

The COPS Office continues to promote and apply sound customer service in various business areas. For example,

- **Response Center:** The COPS Office's Response Center is the initial customer contact point for general information about the COPS Office, customer support for management of grant and cooperative agreement awards, and the mechanism for distribution of hard copy community policing publications. The Response Center also maintains the publication

distribution warehouse, where COPS publications are stored. The distribution warehouse ships thousands of publications a year to individuals and agencies across the country. The Response Center is available during normal business hours through a toll-free number. It provides direct access to information regarding COPS Office grants and funding opportunities, financial information and assistance, and application procedures. The Center also provides grantees with assistance with access to on-line applications and referrals to appropriate COPS staff for assistance with progress report functions, accessing grant funds, and other grant-related issues. In FY 2014, the Response Center staff answered 16,245 telephone calls, responded to 3344 emails, and shipped 83,774 publications. The Response Center also maintains the COPS Office Resource Center Website, ensuring that new and updated publications are properly posted for individual's use.

- **Application and Award Process:** The COPS Office makes annual improvements to the COPS Application System to ensure ease of use and clear guidance on submitting grant applications.
- **Grant Maintenance and Monitoring Impact:** COPS Office staff provides on-going assistance to grantees regarding award requirements and addressing compliance issues. Additionally, most COPS grantees are able to successfully complete their financial and progress reporting requirements online.
- **Progress Reporting Assistance:** The COPS Office's Progress Report team serves as the primary contact for and provides technical assistance to grantees regarding completion of their online progress reports. To ensure compliance with COPS grant reporting requirements, the team makes reminder and delinquency calls at set intervals throughout the reporting period to grantees that have not submitted their progress reports. At the end of the reporting period, the team reviews the submissions and follows up with the grantee and/or the COPS Office point of contact to resolve any identified issues.
- **COPS Outreach and Reporting Integration (CORI):** The ability of the COPS Office to ensure accurate and timely grantee financial and programmatic reporting on active grants has been greatly enhanced by our COPS Outreach and Reporting Integration (CORI) Web Application. The CORI system is a grantee outreach tool that supports hiring and expenditure reporting requirements to the Office of Management and Budget (OMB) and provides enhanced customer service to grantees to ensure proper reporting and expensing of grant funds. CORI combines programmatic and financial grant data to predict grantee actions and project expected grant expenditures. The system applies specified parameters to the financial and programmatic data reported by grantees to categorize any potential discrepancy into one of eight common case issues. CORI's predictions and data analysis allow the COPS staff to focus on those grants which have potential issues, thus cutting down significantly on research time. CORI then assigns the case to a specific user, allowing for customized outreach to grantees and timely resolution of issues. CORI also solicits and collects data from staff members to provide a historical profile of grantee issues and service, enabling identification of trends across the grant population and tracking common grantee issues for specific grantee communication and training.

The goals of the CORI system are to:

- Provide a comprehensive view of grantee financial and hiring data creating better alignment of internal COPS financial and programmatic reporting functions;
- Support identification and correction of reporting inaccuracies and discrepancies between

internal reports and grantee submissions;

- Enable enhanced insight into policy and procedural challenges faced by grantees that have not fully met their hiring targets and/or requested minimal or inappropriate amounts of grant funds to cover reported expenses;
- Offer technical assistance and encouragement to grantees that accurately report hiring information but outlay insufficient funds to cover actual expenditures;
- Enhance reporting of outlay projections using data collected from grantees during outreach calls;
- Track interactions with grantees from initiation through issue resolution to identify opportunities for improvement (i.e., consistent misreporting that may require more clarity to grantees, etc.); and
- Provide real-time data to ensure users have the most accurate information (i.e. changes to reported numbers as a result of calls to grantees).

3. Challenges

There are several key policy challenges facing the COPS Office in 2015, 2016 and beyond, particularly with respect to building and sustaining collaborative relationships between law enforcement agencies and the communities they serve.

In response to a request from major U.S. law enforcement associations to examine the need for a new police commission, the COPS Office was tasked by the Attorney General in 2014 to conduct a comprehensive law enforcement review. In partnership with these law enforcement associations and respected researchers in criminal justice, the COPS Office is developing a foundational document that provides an overview of key developments and challenges in American law enforcement from the Crime Commission of the 1960s through 2014. The effort consists of project teams that include representation from practitioners from a variety of regions and agencies through the nation. The teams consist of over 70 practitioners who were nominated by the major law enforcement associations, eight subject matter experts, 12 federal staff and eight graduate research assistants. The study will summarize research evidence and practice in eight thematic areas and identify the gaps in knowledge in the law enforcement field that might inform future discussions, research, and practices. This review is anticipated to be completed in 2015.

The law enforcement review is a foundational document supporting the work of the President's Task Force on 21st Century Policing that was established by Executive Order on December 18, 2014. The Task Force seeks to identify gaps and make recommendations to the President on how policing practices can promote effective crime reduction while building public trust and examine, among other issues, how to foster strong, collaborative relationships between local law enforcement and the communities they protect. It will also address officer safety and wellness issues, as well as what the future of law enforcement might hold.

The Task Force includes a public engagement process aimed at gaining broad input and expertise to inform and advise the Task Force members in developing recommendations. The Task Force is currently convening several public meetings to hear testimony, including proposed recommendations for consideration from invited witnesses, and also receive comments from the

public. The public may also participate by submitting written comments. The Task Force has been directed to provide an initial report on recommendations to the President by March 2, 2015. The COPS Office anticipates that implementation of any accepted recommendations will extend into 2016 and beyond.

Strong partnerships between law enforcement and the communities they serve are increasingly important to identify potential extremists and intervene where necessary to thwart radical behavior that may lead to violence. The Administration has developed a strategy to address recent domestic terror incidents and the emergence of groups attempting to recruit Americans to take part in ongoing conflicts in foreign countries. As part of this effort, DOJ's Countering Violent Extremism (CVE) initiative is an Administration priority and supports the United Nations' efforts to address foreign terrorist fighters. Recent atrocities abroad both heighten the importance and demonstrate the critical need of stopping radicalization. Additional resources are requested in FY 2016 to support community led-efforts, including \$3 million for demonstration projects that enhance the ability of law enforcement agencies nationwide to partner with local residents; business owners; community groups; and other stakeholders to counter violent extremism.

4. Full Program Costs

All COPS Office programs are integrated into one comprehensive decision unit, Community Oriented Policing. Within the comprehensive decision unit, two primary activities have been identified: *Supporting Law Enforcement by Advancing Community Policing through Grant Resources*, and *Advancing Community Policing through Knowledge Resources*. Program funding will continue to be aligned with the two major activity functions through FY 2016, and will support the COPS Office's mission to advance public safety through community policing.

The management and administration costs associated with managing these programs and other mission-critical, non-grant related activities are also encompassed within the one comprehensive decision unit. The requested programs, and corresponding grant dollars, are then aligned under one of the two primary activities. The concept of integrating management and administration costs into the individual programs to further illustrate the full cost of each initiative has proved challenging in that a significant portion of overhead costs are associated with maintaining and closing out prior year grant awards.

5. Performance Challenges

Internal Challenges

Management and administration resources remain critical to the COPS Office's role in helping state, local, and tribal law enforcement work to advance public safety in light of new challenges posed by the current economy. The COPS Office assists the law enforcement community through three specific technical assistance and grant funding activities: convening, responding, and funding. As a convening agency, we call together the brightest minds in the profession, address emerging and critical issues, and send a powerful message to the field that we are engaged in building relationships and solving problems. As a responding agency, we continue to build on our history as the place the law enforcement profession turns to for the highest quality

of practitioner-oriented training, technical assistance, and publications available on public safety issues and problems.

We also face the challenge of ensuring that management and administration funds made available to our office reflect our resource needs to support not only our current year's appropriation for grant programs, but also our responsibility to the American taxpayer for the programmatic and financial oversight of grants awarded in prior years, and our convening and responding activities. As a funding agency, we support the work of law enforcement in their communities through direct grants to state, local, and tribal law enforcement agencies. By the end of FY 2016, the COPS Office estimates managing over 2,000 active grants provided to state, local, and tribal law enforcement agencies and the communities they serve. COPS Office grants require ongoing maintenance and monitoring during the entire life of the grant. This maintenance and monitoring frequently extends beyond the original two or three-year grant award period to account for grantee delays in hiring, procuring equipment, turnover of key project staff in the grantee agency, etc. during the award period. To help address this challenge, the COPS Office instituted a policy that limits grant extensions to two years, starting with FY 2014 grant awards.

The COPS Office also uses management and administration resources to support research and evaluation activities conducted by COPS Office staff. Many of these activities result in deliverables produced by the COPS Office, independent of grant funding.

The COPS Office has also leveraged staff salaries and expenses to respond to the emerging needs of law enforcement agencies. For example, COPS staff helped establish the Officer Safety and Wellness Working Group (OSW) through an intra-Departmental partnership. Addressing the important issue of law enforcement officers' safety in the field, the OSW convenes experts in criminal justice and the fields in order to acquire, analyze, and disseminate information and insights that can help guide the Department's national efforts to support state, local and tribal law enforcement. The Attorney General has recognized this initiative for providing training programs and information-sharing platforms to identify dangerous suspects prior to making contact and inform key policies and practices in order to keep officers in the Nation's communities safe.

COPS performance measures focus on COPS Office outcomes in meeting its mission to advance public safety through community policing and place an additional emphasis on the COPS Office's outcomes related to providing knowledge resource products (training/technical assistance and publications) to state, local, and tribal law enforcement. The challenge for the COPS Office will be to maintain a high level of performance while also responding to new priorities and the production and distribution of knowledge resource products.

The primary focus for the COPS Office will be to ensure that resources and strategies are aligned with this evolving focus on resources with demonstrated effectiveness while continuing to provide excellent customer service to grantees; and awarding, maintaining, and closing out grants. Throughout the process, the COPS Office will continue to pursue effective and efficient grant-making practices and promote public adoption of effective, outcome-based community policing practices. For example, the COPS Office is invested in the White House initiative, Strong Cities Strong Communities (SC2), where it provides technical assistance to the Chester, Pennsylvania police department on issues such as crime analysis, faith-based partners, and

community-based government problem-solving. The COPS Office also collaborates with the DOJ's Office of Justice Programs on the National Forum on Youth Violence Prevention that was established by the Obama Administration, by planning, coordinating and presenting workshops at Forum meetings to build comprehensive local and national solutions to youth and gang violence. Ensuring the appropriate balance of all mission-critical priorities will require the COPS Office to continue to assess human capital resource alignment, strategies toward meeting the Office's mission, and monetary resources dedicated to meeting the challenge of providing knowledge resources customized based on grantee community policing needs, in order to increase their capacity to build relationships and solve problems for safer communities.

6. Environmental Accountability

The COPS Office is committed to integrating environmental accountability into its day-to-day decision making, as well as complying with all environmental laws and regulations. The Office continues its pursuit of reducing the Department's environmental impact through its involvement in various *Green* initiatives. The COPS Office is a part of the 2CON-Constitution Square office building and occupies space with other DOJ components.

2CON is a LEED Platinum certified Green Building. In addition to the paper and standard recycling products program, which the COPS Office's facilities staff actively encourages, we have water saver restrooms and water faucets. The building exhibits a design that has efficient electrical fixtures that utilize motion sensors and maximize natural light. This reduces the energy that is used for light. The building also utilizes a Greywater recycling system, thus reducing water usage. A green roof reduces the energy utilized for heat and air conditioning.

II. Summary of Program Changes

Item Name	Description				Page
		Pos.	FTE	Dollars (\$000)	
	COPS Hiring Program	0	0	69,500	46
	Collaborative Reform	0	0	20,000	50
	Indian Country	0	0	20,000	51
	Countering Violent Extremism	0	0	3,000	53
	DEA Methamphetamine			4,000	54
	COPS Anti-Methamphetamine	0	0	(7,000)	56
	Anti-Heroin Task Forces	0	0	(7,000)	58
	Regional Anti-Gang Task Forces	0	0	(7,000)	59

III. Appropriations Language and Analysis of Appropriations Language

COMMUNITY ORIENTED POLICING SERVICES

For activities authorized by the Violent Crime Control and Law Enforcement Act of 1994 (Public Law 103–322); the Omnibus Crime Control and Safe Streets Act of 1968 (the 1968 Act); and the Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109–162) (the 2005 Act), [\$208,000,000] \$303,500,000, to remain available until expended: *Provided*, That any balances made available through prior year deobligations shall only be available in accordance with section 504 of this Act: *Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 3 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes: Provided further,* That of the amount provided under this heading—

1) [\$7,000,000] \$11,000,000 is for anti-methamphetamine-related activities, which shall be [transferred] available to reimburse the Drug Enforcement Administration [upon enactment of this Act];

2) \$20,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-drug activities;

[2]3) [\$180,000,000] \$249,500,000 is for grants under section 1701 of title I of the 1968 Act (42 U.S.C. 3796dd) for the hiring and rehiring of additional career law enforcement officers under part Q of such title notwithstanding subsection (i) of such section: *Provided*, That, notwithstanding section 1704(c) of such title (42 U.S.C. 3796dd-3(c)), funding for hiring or rehiring a career law enforcement officer may not exceed \$125,000 unless the Director of the Office of Community Oriented Policing Services grants a waiver from this limitation: *Provided further, That in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel, with encouragement to hire service-connected wounded military veterans, in amounts not to exceed \$50,000,000: Provided further, That up to 5 percent of funds appropriated under this paragraph may be used for providing training and technical assistance to COPS hiring grantees around specific problem areas: Provided further,* That within the amounts appropriated under this paragraph, [\$33,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities] \$15,000,000 shall be transferred to the Tribal Resource Grant Program: Provided further, That [of] within the amounts appropriated under this paragraph, [\$7,500,000] \$20,000,000 is for community policing development activities in furtherance of the purposes in section 1701: *Provided further*, That within the amounts appropriated under this paragraph, [\$5,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701;] \$5,000,000 is for incentive grants to improve diversity in law enforcement;

4) [3) \$7,000,000 is for competitive grants to State law enforcement agencies in States with high seizures of precursor chemicals, finished methamphetamine, laboratories, and laboratory dump seizures: Provided, That funds appropriated under this paragraph shall be utilized for investigative purposes to locate or investigate illicit activities, including precursor diversion, laboratories, or methamphetamine traffickers;]

[4) \$7,000,000 is for competitive grants to statewide law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids: Provided, That these funds shall be utilized for investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration] \$20,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701 of title I of the 1968 Act; and

5) [\$7,000,000 is for competitive grants to support regional anti-gang task forces] \$3,000,000 is for activities to enhance the ability of state and local law enforcement agencies to partner with the community and other stakeholders to combat violent extremism in furtherance of the purposes of section 1701 of title I of the 1968 Act.

(CANCELLATION)

Of the unobligated balances from prior year appropriations available under this heading, \$10,000,000 are hereby permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to the Concurrent Resolution on the Budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended. (Department of Justice Appropriations Act, 2015.)

Analysis of Appropriations Language

Addition: Provided further, That, in addition to any amounts that are otherwise available (or authorized to be made available) for research, evaluation or statistical purposes, up to 3 percent of funds made available to the Office of Community Oriented Policing Services for grants may be used for such purposes

Allows for up to three percent of program funding to be used for research, evaluation or statistical activities, in addition to any other funding appropriated or available for these purposes.

Addition: \$20,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-drug activities

Restores funding for Indian Country as a separate budget line item, in addition to any other amounts that may be transferred from COPS hiring funds.

Addition: Provided further, That in addition to the purposes set out in subsection 1701(b)(1) and (2) of the 1968 Act (42 U.S.C. 3796dd(b)(1) and (2)), grants made with funds provided in this paragraph may be used for the hiring of non-sworn law enforcement personnel, with encouragement to hire service-connected wounded military veterans, in amounts not to exceed \$50,000,000.

Sets aside up to \$50,000,000 from COPS hiring funds for non-sworn law enforcement personnel positions with encouragement to hire “wounded warriors,” which may be appropriate for wounded military veterans who do not otherwise qualify for active duty sworn law enforcement officer positions but could make meaningful contributions to law enforcement in a civilian capacity.

Addition: That up to 5 percent of funds appropriated under this paragraph may be used for providing training and technical assistance to COPS hiring grantees around specific problem areas.

Allows for up to five percent of COPS Hiring Program (CHP) funding to be used to provide training and technical assistance to CHP grantees that select specific problem/priority areas on which their COPS-funded community policing officers will be focused.

Deletion: \$33,000,000 is for improving tribal law enforcement, including hiring, equipment, training, and anti-methamphetamine activities

Removes the specific purposes language for Indian Country carve-out from COPS hiring funds and replaces it with Tribal Resources Grant Program transfer language to ensure that all Indian Country funding is available for the same multi-purposes and that the same programmatic requirements apply.

Addition: \$15,000,000 shall be transferred to the Tribal Resources Grant Program

Provides that the amount carved out from COPS hiring funds for Indian Country will be transferred to the COPS Tribal Resources Grant Program to ensure that all Indian Country funding is available for the same multi-purposes and that the same programmatic requirements apply.

Deletion: \$20,000,000 for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701

Removes collaborative reform funding as a carve-out from COPS hiring funds.

Addition: \$5,000,000 is for incentive grants to improve diversity in law enforcement

Sets aside funding from COPS hiring funds to incentivize state and local law enforcement agencies to improve diversity within their departments.

Deletion: \$7,000,000 is for competitive grants to State law enforcement agencies in States with high seizures of precursor chemicals, finished methamphetamine, laboratories, and laboratory dump seizures: *Provided*, That funds appropriated under this paragraph shall be utilized for investigative purposes to locate or investigate illicit activities, including precursor diversion, laboratories, or methamphetamine traffickers;

Removes funding for the COPS anti-methamphetamine grant program.

Deletion: \$7,000,000 is for competitive grants to statewide law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids: *Provided*, That these funds shall be utilized for investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration

Removes funding for the COPS anti-heroin grant program.

Addition: \$20,000,000 is for the collaborative reform model of technical assistance in furtherance of the purposes in section 1701 of title I of the 1968 Act

Creates collaborative reform funding as a separate line item.

Deletion: \$7,000,000 is for competitive grants to support regional anti-gang task forces

Removes funding for the COPS anti-gang task force program.

Addition: \$3,000,000 is for activities to enhance the ability of state and local law enforcement agencies to partner with the community and other stakeholders to combat violent extremism in furtherance of the purposes of section 1701 of title I of the 1968 Act

Provides funding to assist state and local law enforcement agencies in leveraging community policing approaches to counter violent extremism.

IV. Program Activity Justification

A. Community Oriented Policing

<i>Community Oriented Policing</i>	Direct Pos.	Estimate FTE	Amount
2014 Enacted	188	118	214,000,000
2015 Enacted	188	118	208,000,000
Adjustments to Base and Technical Adjustments	0	0	0
2016 Current Services	188	118	208,000,000
2016 Program Increases	0	0	116,500,000
2016 Program Decreases	0	0	(21,000,000)
2016 Request	188	118	303,500,000
Total Change 2015-2016	188	118	95,500,000

<i>Community Oriented Policing</i>	Direct Pos.	Estimate FTE	Amount
COPS MANAGEMENT AND ADMINISTRATION:			
2014 Enacted	188	118	37,374,000
2015 Enacted	188	118	37,374,000
Adjustments to Base and Technical Adjustments	0	0	437,000
2016 Current Services	188	118	37,811,000
2016 Program Increases	0	0	0
2016 Program Decreases	0	0	0
2016 Request	188	118	37,811,000
Total Change 2015-2016	188	118	437,000

1. Program Description

The programs and resources offered by the COPS Office provide state, local, and tribal law enforcement agencies with a variety of community policing strategies for enhancing public safety and assisting in meeting existing and changing priorities within their communities. COPS initiatives can be grouped into two primary activities:

1. *Supporting Law Enforcement by Advancing Community Policing through Grant Resources* program activities have provided law enforcement with the tools necessary to develop innovative, problem-solving approaches through community partnerships, and to address the causes of crime and disorder within their community. COPS funding has provided state, local, and tribal law enforcement agencies with grants for officer positions; training and technical assistance; equipment; and technology that enable law enforcement to build and strengthen their community policing infrastructure, and provided technical assistance to ensure that agencies are properly and effectively implementing the grant funding.
2. *Advancing Community Policing through Knowledge Resources* program activities encompass COPS outreach efforts in advancing and supporting community policing strategies in agencies and communities across the nation through training; convening conferences; providing publication products; disseminating best practices; promoting law enforcement and community partnerships; and conducting program evaluations. These efforts also assist in preparing officers and their departments to meet challenges by using community policing strategies, as well as promoting collaboration between law enforcement and communities to solve problems locally.

Program management and administration resources support the personnel requirements, contractual needs, information technology initiatives, and general overhead required to operate efficient and effective grant programs. These costs are identified separately under each program activity.

Activity: Supporting Law Enforcement by Advancing Community Policing through Grant Resources

COPS Hiring

COPS hiring programs were developed to increase the number of community policing officers on the streets of America. As state, local, and tribal law enforcement embrace the challenges of keeping communities safe, this is now more important than ever.

Two decades ago, as crime was soaring, law enforcement officers were rushing from incident to incident. Today, approximately 20 years after the Violent Crime Control and Law Enforcement Act of 1994 was signed into law, officers and citizens are partnering to develop creative and innovative ways to resolve long-standing community problems and public safety issues.

Since 1995, COPS has funded over 126,000 community policing officers and awarded over \$8.6 billion in funding to support these positions. In all, COPS has awarded more than 38,000 grants

to over 13,000 state, local, and tribal law enforcement agencies to advance community policing. In addition to funding additional officers, these grants have been used to advance crime-fighting technology, support crime-prevention initiatives, and provide training and technical assistance.

In FY 2009, the COPS Office assisted the Administration in stimulating economic recovery through the COPS Hiring Recovery Program (CHRP), appropriated under the American Recovery and Reinvestment Act. With \$1 billion in grant funding, along with provisions to waive the officer salary cap and the local match requirement, the COPS Office received an unprecedented demand for hiring funds totaling over \$8 billion. CHRP funded an additional 4,699 community policing officers in 1,046 agencies. In FY 2010, the COPS Office funded a total of 1,395 additional officer positions through remaining funds from the FY 2009 CHRP (a two year appropriation) and the FY 2010 appropriation for the COPS Hiring Program (CHP). In FY 2011, the COPS Office invested \$243 million to continue the COPS Hiring Program (CHP) activities by funding 1,021 community policing officers in 238 agencies.

In FY 2013, the COPS Office funded 955 additional officer positions in 266 agencies with approximately \$127 million through an open solicitation. In FY 2013, 144 agencies received funding for a total of 370 School Resource Officer (SRO) positions. As in FY 2012, a military veteran preference was included, resulting in 152 agencies receiving funding to hire or rehire at least one military veteran using CHP funding, for a total of 336 veterans. Grantees that selected “Homicide” or “Gun Violence” as a problem area in their FY 2013 CHP application are required to continue to address their problem area throughout the life of the grant. The 48 agencies that made this selection and received funding will hire 319 officers to address these problems.

In FY 2014, the COPS Office funded 944 CHP officer positions in 215 agencies with approximately \$123 million through an open solicitation process¹. Additional consideration was given to agencies that selected one of the following community policing problem areas:

- Homeland security
- Homicide/gun violence
- School-based policing through School Resource Officers (SROs)
- Trust problems (To include issues of fairness and impartiality, transparency problems, respect problems, and other trust-related problems)

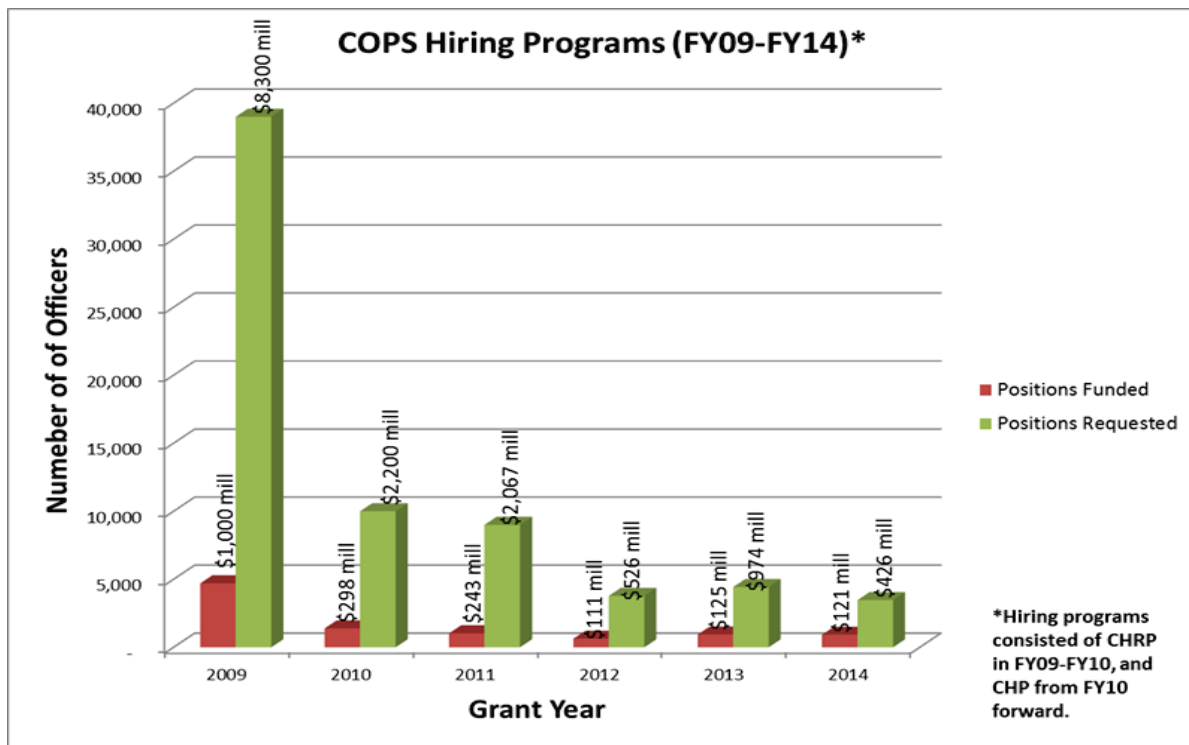
Additional consideration was also given to:

- Applicants who have experienced an unanticipated catastrophic event. Applicants who indicated that they had experienced an unanticipated catastrophic event were required to submit an attachment documenting the event or incident as part of their application.

¹ The FY 2014 Enacted Budget included \$180 million for the COPS Hiring Program, and included carve outs for the Indian Country Program (\$16.5 million); and for training and technical assistance activities (\$7.5 million via the COPS Community Policing Development (CPD) Initiative and \$5 million for the COPS Office Collaborative Reform Initiative). An additional carve out was taken for management and administration activities.

- Applicants that have a neighborhood or other geographic area designated as a Promise Zone as part of the President's Promise Zone Initiative.
- Applicants who committed to hiring or rehiring at least one military veteran under CHP received additional consideration for CHP funding.

The demand from state, local and tribal governments for COPS hiring funds remains extremely high compared to available funds. Below is a graph of funding available compared to total awards made in recent years:



The COPS Office's FY 2015 Enacted level includes \$180 million for CHP. Of this amount, \$134.5 million will be available for CHP after carve-outs for the Indian Country Program, CPD Program, and the Collaborative Reform Initiative for Technical Assistance (formally Collaborative Reform Model) Initiative. Additional funding will be proportionately taken from CHP for COPS management and administration activities.

In FY 2016, the COPS Office requests an additional \$69.5 million for CHP for a total request of \$249.5 million for CHP. After carve-outs for the Indian Country Program, the Community Policing Development Program, and for a diversity hiring initiative, \$209.5 million will be available for the hiring and rehiring of sworn and non-sworn personnel. The request maintains the 25 percent local match requirement and the \$125,000 salary cap per position that have been applicable since FY 2012. Additional funding will be proportionately taken from CHP for COPS management and administration activities.

The COPS Office requests that up to \$50 million be used for the hiring of non-sworn personnel, such as crime and intelligence analysts, to permit the redeployment of sworn law enforcement

personnel to the streets. The infusion of hiring dollars for both sworn and non-sworn personnel will provide grantees with the capacity to develop and implement a comprehensive problem-solving approach towards crime prevention and create safer neighborhoods. The COPS Office will encourage law enforcement agencies to use civilian hiring funds to hire a “wounded warrior” or service-connected wounded military veteran who may not otherwise qualify for a sworn law enforcement officer position but could still make meaningful contributions to the law enforcement profession in a civilian position.

The COPS Office also requests up to 5 percent of FY 2016 CHP funding be used to provide training and technical assistance to cohorts of CHP grantees that select addressing violent crime, offender reentry, school safety and/or military veteran hiring as the problem/priority area(s) on which their COPS-funded community policing officers will be focused. The dedication of CHP funding for training and technical assistance on specific problem areas will increase the capacity of the COPS Office to develop collaborative partnerships; use problem-solving techniques; and to transform the law enforcement agency environment, organizational structure, personnel, and community policing practices by the CHP grantee agencies. For example, the COPS Office would showcase effective practices for each priority/problem area by inviting practitioners to give presentations to CHP grantees on documented approaches to promoting public safety through community policing officers. Additionally, a training and technical assistance provider would work with each cohort to implement the ideas and document their progress and identify promising practices.

Additionally, the COPS Office requests that \$5 million of the CHP funding be used to fund law enforcement agency initiatives that promote diversity in hiring. Recent events in Ferguson, Missouri and around the country have highlighted the importance of trust between law enforcement agencies and the people they protect and serve. This is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services. Improving diversity related to public trust is not limited to race, but also includes gender, age, and other factors that are important to the community's view of law enforcement. The COPS Office hopes to promote public trust by supporting law enforcement agencies that identify a need for a more diverse cadre of law enforcement officers to better reflect the communities they serve.

Impact of COPS Hiring Awards:

Hartford, CT: The City of Hartford, CT has benefited from the COPS Hiring Program since 2009, filling a total of 55 police officer positions through more than \$9.7 million in funding. The Hartford Police Department (HPD) has been able to enhance its Community Policing Model and implement new strategies to reduce crime drastically, all while battling unusually high attrition rates arising from large recruit classes in the mid-nineties.

The additional personnel have allowed the HPD to initiate new programs that include a Shooting Task Force, a Project Longevity initiative, a Quality of Life Team, and business and faith-based community service officers. The community has also benefited from the HPD’s ability to maintain staffing and service levels while implementing these initiatives.

Crime statistics have also continuously improved from 2009 to the present. 2013 data shows that Hartford has seen a 32% reduction in homicides, 40% reduction in shooting incidents and victims, 37% reduction in auto theft, and 3% to 17% reductions in all other part one crime categories since 2009. Despite losing 21 officers since July of 2013, Hartford still achieved an over 7% reduction in overall part one crime in 2013. As crime statistics go down, so do arrest numbers. Partnering with Hartford Public Schools, arrests of juveniles went down 20%, significantly reducing the pipeline from schools to prisons.

Camden County, NJ: Since acquiring a \$2.2 million COPS Hiring Program grant in September 2013, the agency has augmented its staffing and increased its street presence in the newly formed Camden County Police Department (CCPD). This assistance has enabled the agency to strengthen its community policing efforts and significantly increase its foot patrol efforts after a record year in crime that was most attributable to the significant reduction of police staffing from layoffs. After the constitution of the CCPD on May 1, 2013, the agency has worked vigorously to reach its goal to hire 400+ police officers.

The CCPD has partnered with Rutgers University to leverage community support with investigative task forces in order to effectively target the city's most violent criminals. Thus far, the total support from the agency's COPS grants have contributed to the recovery of 105 firearms, the reduction of violent crime by 32%, and an increased dialogue with community groups who help shape responses to public safety issues. A recent polling of city residents cited a 65% approval rating of the CCPD's efforts and interaction with the public on the streets.

Indian Country

In response to the special needs of the nation's tribal law enforcement community, COPS Indian Country programs were created in FY 1999 to provide funding for law enforcement expenses, including hiring and training new community policing officers; training the existing force; and purchasing new equipment, technology and vehicles. Since state and local funding is not available to many tribes for officers and technology, the COPS Office has become one of the primary resources available to tribal law enforcement agencies seeking to develop and maintain a basic community policing infrastructure, as well as improve and upgrade their antiquated equipment.

More than \$427 million has been invested in the COPS Indian Country Program since the program's inception. Through the COPS Indian Country Program, more than 280 tribal law enforcement agencies nationwide have received COPS grants for equipment, technology, and training, and more than 920 officer positions have been funded.

The COPS Office continues to support the Administration's strong emphasis on meeting the public safety needs of the nation's tribal law enforcement community. Beyond direct funding for tribal law enforcement agencies, the COPS Office has participated in the Department of Justice's Comprehensive Indian Resources for Community and Law Enforcement (CIRCLE) Project that assists tribal law enforcement agencies in developing a comprehensive strategy to address local problems; the Mental Health and Community Safety Initiative for American Indian/Alaska Native Children, Youth, and Families (a partnership between DOJ, Department of Education, and Health and Human Services (HHS)) that created collaborative partnerships between law

enforcement agencies and mental health, substance abuse, and social service agencies in an effort to address the crime problems associated with substance abuse and youth and family violence; the Tribal Law Enforcement Improvement Initiative (a collaboration among DOJ, Environmental Protection Agency (EPA), American Indian Environmental Office (AIEO), and Bureau of Indian Affairs (BIA)); and the Tribal Court Pilot Program that provided funding to tribal judicial systems to assist tribal courts with the increased caseload associated with arrests.

Since FY 2010, the COPS Office has awarded funding for tribes through the Department's Coordinated Tribal Assistance Solicitation (CTAS) process, and plans to continue this strategy through FY 2016. CTAS began in FY 2010 in response to a request from tribal leaders to improve the DOJ grant-making process by streamlining it among COPS, OJP and OVW. Through CTAS, the COPS Office is able to meet multiple public safety resource needs within tribal communities within a single grant application and hopes to increase the capacity of tribes to develop and implement a comprehensive approach to addressing their public safety, criminal and juvenile justice, and victimization issues. For example, the Office was able to provide officers, vehicles, equipment and training to a tribal law enforcement agency through a single award. This particular grantee plans to use this funding to decrease crime on the reservation; increase law enforcement response time; provide visibility and safer roadways; and increase community policing competency and knowledge within the tribal police force. The grantee's objective is to use the funding to strengthen partnerships in the community and initiate new community policing techniques for the overall benefit of the tribe.

The COPS Office also collaborates with the BIA's Office of Justice Services (BIA-OJS) on Tribal related matters by:

- Sharing applicant and awardee lists to identify opportunities to coordinate and/or complement our efforts;
- Meeting regularly to discuss priorities and exchange information on current projects and issues related to tribal law enforcement;
- Collaborating on training and technical assistance needs as well. For example, COPS offered community policing training to the tribal communities supported through the BIA's High Priority Performance Goal upon its launch; and
- Ensuring the COPS Office's Community Policing Self-Assessment Tool (CP-SAT) is available as a resource to tribes for assessing their community policing efforts. As a result of the collaboration, BIA law enforcement agencies recently completed the assessment themselves to better understand the progress of their community policing implementation efforts.

The COPS Office CTAS Purpose Area has been the most requested purpose area since the launch of CTAS in 2010. Our Purpose Area is designed to expand the implementation of community policing and meet the most serious needs of law enforcement in tribal communities through a broadened and comprehensive program. The funding can be used to hire or re-hire sworn career law enforcement officers and Village Public Safety Officers as well as for basic equipment and training to assist in the initiation or enhancement of tribal community policing efforts.

In FY 2014, the COPS Office made 74 awards to Tribal law enforcement agencies totaling \$25.9 million, after carving out a proportional amount of funding to support the office's management and administration needs. Demand exceeded the available funding (the Office received 134 applications for a request of \$68.6M).

The FY 2015 Enacted level provides \$33 million for the Indian Country Program as a carve-out from the COPS Hiring Program. This funding will be used to support hiring, training and technical assistance, equipment and anti-methamphetamine activities, as well as COPS Office management and administration expenditures.

In FY 2016, the COPS Office requests a total of \$35 million for the Indian Country Program. This includes a \$20 million program increase to restore funding to the Indian Country Program as a direct line item to support hiring, training and technical assistance, equipment and anti-methamphetamine activities; and \$15 million as a carve-out from CHP solely for the hiring of tribal law enforcement officers. Funding will be proportionately taken from the Indian Country Program for COPS management and administration activities.

Countering Violent Extremism

New in FY 2016 is a request for \$3 million for a Countering Violent Extremism (CVE) Program.

The National Strategy for Empowering Local Partners to Prevent Violent Extremism, which outlines the Nation's approach to building resilience against violent extremists, recognizes that "our best defenses against this threat are well informed and equipped families, local communities, and institutions." In the field, law enforcement agencies continue to build relationships within their communities through established community policing and community outreach mechanisms. In this respect, decades of community-based problem solving, local partnerships, and community-oriented policing provides a basis for addressing violent extremism as part of the broader mandate of community safety and crime prevention.

With a dedicated funding stream of \$3 million in FY 2016, the COPS Office seeks to further advance the use of community policing strategies to counter violent extremism. The goal of this initiative is to build on existing projects and resources that enhance the ability of law enforcement agencies nationwide to partner with local residents, business owners, community groups, and other stakeholders on homeland security initiatives by leveraging established community policing approaches to counter violence extremism through multiple demonstration projects. Preference will be given to applicants and partners that have demonstrated a clear capacity for community policing and have now successfully adapted these community policing practices to countering violent extremism and addressing other homeland security concerns, and are positioned to assist the law enforcement field in implementing these strategies. Associations, academic institutions, or other non-law enforcement organizations that apply for this solicitation are expected to identify state and/or local law enforcement agencies that meet the above criteria that will participate as project partners and letters of commitment of these agencies are strongly encouraged, as are sub-awards to local partners to support demonstration implementation. Preference will also be given to applicants that have or will establish formal partnerships with any project partners they are proposing to serve as demonstration sites.

Agencies such as the Los Angeles Police Department (LAPD), the Los Angeles Sheriff's Department (LASD), and the Human Relations Commission for the City of Los Angeles (City HRC) have been active for several years in community policing and community engagement efforts designed to counter ideologically-based violence and reinforce the resiliency of local communities. Law enforcement agencies in Minneapolis-St. Paul have achieved much success by focusing its community policing efforts on engaging and providing services to support the Somali community. As a result, law enforcement and the Somali community have forged strong partnerships to build the resiliency of their community against the threat of violent extremists. To support the Administration's goals as outlined in the National Strategy for Empowering Local Partners to Prevent Violent Extremism, the COPS Office has funded an FY15 award in the amount of \$500,000 to the WORDE (the World Organization for Resource Development and Education) to conduct an assessment of the first community-led approach to countering violent extremism, widely known as the Montgomery County Model (MCM). The MCM is a public-private partnership between the WORDE, the Montgomery County Police Department (MCPD) and the Montgomery County Executive's Office of Community Partnerships. The model facilitates effective community policing by fostering social cohesion amongst diverse county residents and creating bottom-up strategies to promote public safety and reduce violence. The awardee will use the lessons learned from the assessment of the MCM model to develop standards, best practices, and training programs for other communities seeking to implement a robust CVE program. These efforts will help law enforcement officials and other stakeholders better identify the precursors of violent extremism and empower them to intervene when a person is at-risk for violent extremism. The program will also assist law enforcement in implementing the MCM's community policing strategies by helping agencies create effective partnerships with local residents, community groups and other stakeholders, thus bridging the gap between police and the community in order to prevent violence.

In FY 2016, funding will be proportionately taken from the CVE program to support COPS management and administration activities.

Activity: Supporting Law Enforcement by Advancing Community Policing through Knowledge Resources

The COPS Office, since the beginning of its mission to advance community policing, has always emphasized the importance of training and technical assistance to the field. While training provides foundational knowledge of the tenets of problem solving, community engagement, and organizational change, technical assistance allows agencies and the community to apply these concepts to their own unique crime and relationship issues.

The following chart shows the evolution of how the COPS Office provides technical assistance support. This support ranges from the distribution of knowledge products on various community policing topics to targeted, in-depth assistance to individual law enforcement agencies designed to promote the organizational change necessary to achieve a high level of community policing implementation.

COPS OFFICE TECHNICAL ASSISTANCE (TA) SUPPORT CONTINUUM

COPS OFFICE					CIVIL RIGHTS DIVISION		
Description of Technical Assistance	Assessment Models						
	Basic	Grantee Resources	Critical Incident Review	Collaborative Reform Initiative	Investigation with Technical Assistance	Investigation with Collaborative Agreement	Litigation
	<ul style="list-style-type: none">Printed TA materials availablePodcastsConference calls:<ul style="list-style-type: none">As grantee cohortsWith subject matter experts (SMEs)COPS Staff outreach through:<ul style="list-style-type: none">Phone callsVisitsCOPS Response Center/ Resource Information Center	<ul style="list-style-type: none">On-site technical assistanceCustomized technical assistanceLimited in scopeCoordinated with other DOJ components	<ul style="list-style-type: none">Collect and review real data for context on a specific incident or problemReport on lessons learned or promising practicesCollect/review data on specific incident to collect lessons learnedOrganizational change strategies in law enforcement in conjunction with communities	<ul style="list-style-type: none">Collect and review real data to recommend organizational change strategies within a law enforcement agencyUse SMEs to inform practice and break patterns of individual or organizational behaviorSix or twelve month follow-up	<ul style="list-style-type: none">Investigation with document and onsite review by SME experts and DOJ attorneys to determine nature and extent of problemSolicit input from officers, community, and other stakeholders to inform findingsIf no pattern or practice found, offer technical assistance	<ul style="list-style-type: none">If investigation shows pattern or practice violation, work with agency to reach an agreement on remedial measuresSolicit input from officers, community, and other stakeholders to inform remedyAgreement (usually Court-ordered)	<ul style="list-style-type: none">Initiate legal action if necessary to obtain relief for violationsSeek Court enforcement of agreement when necessary
	Grantees Conference Attendees	New Orleans, LA CHP Grantees	Detroit, MI Tampa, FL (completed 2011)	Las Vegas, NV (completed 2012) Spokane, WA Philadelphia, PA	Lorain, Ohio	New Orleans, LA Seattle, WA East Haven, CT	Maricopa County, AZ Alamance Co., NC
	Funding	CPD Solicitation Projects	CPD Solicitation Projects Targeted Awards	CPD Solicitation Projects Targeted Awards	Collaborative Reform Solicitation Projects		

COPS funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance that enhance the problem-solving skills of law enforcement professionals and the development of innovative community policing strategies; applied research; guidebooks; and best practices that emphasize crime prevention. To date, COPS has disseminated over two million knowledge products and trained more than 700,000 policing professionals and community leaders in topics such as violent crime reduction strategies; ethics and integrity; terrorism prevention and preparedness; school safety; partnership building; problem-solving; and crime analysis.

Community Policing Development

COPS Community Policing Development (CPD) funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to preventing crime and promoting safe communities. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety programs; tribal and Native American law enforcement; returning offenders; faith based programs; and agencies implementing large technology initiatives.

In FY 2013, the COPS Office used approximately \$8.5 million in CPD funding to support 41 grants and cooperative agreements, provide technical assistance and produce community policing publications. For 2013, the program funded projects related to a number of public safety topic areas, including Community Policing Enhancement, Ethics and Integrity, Child and Youth Safety, and Police Operations. In FY 2013, the COPS Office also used CPD funds to develop a model for SROs in schools, which will also include an updated SRO training program.

In FY 2014, the COPS Office used approximately \$7.9 million in CPD funding to support 33 grants and cooperative agreements, provide technical assistance and produce community policing publications². In direct support of the Department's objective (3.1) to "Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs." The \$7.5 million will be used in part to increase the amount of training and technical assistance that the COPS Office provides directly to state, local and tribal law enforcement to address their most critical needs, as well as conduct critical demonstration projects and support the Microgrants Initiative. The 2014 CPD Program funded projects in several topical areas: COPS Office Microgrants Initiative; Microgrants Initiative Coordinator to support and facilitate the Microgrants Initiative; Critical Response Technical Assistance; COPS Office Community Policing Issues Forums; Using Community Policing to Combat Violent Extremism; and Minority Youth Violence Prevention (MYVP) Site Coordinator and Evaluator.

The COPS Office also plans to continue the development and distribution of knowledge resource products that advance community policing strategies to address crime and disorder issues across

² The COPS Office's FY 2014 appropriation was for \$7.5 million for this program. The \$7.9 million includes funding associated with a \$500,000 reimbursable agreement between OJP and COPS (transfer of funds to COPS) to support a project tied to OJP's FY 2014 Comprehensive School Safety Initiative.

the country. This training and technical assistance funding will also allow the COPS Office to continue to support critical community-based initiatives.

In FY 2016, the COPS Office requests \$20 million for CPD as a carve-out from the COPS Hiring Program, a \$5 million increase above the FY 2015 President's Budget level. Training and technical assistance funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches in American law enforcement that are consistent the Department's priority goals and the Attorney General's Smart on Crime Initiative, and those topics are described in Section 3 (Challenges).

This FY 2016 increase would support the establishment of a new Community Oriented Policing (COP) Management Education and Development (MED) Program COP-MED. This professional development opportunity would enable law enforcement personnel to obtain training and skills that will further advance the COPS Office's efforts to institutionalize community policing principles in law enforcement agencies throughout the United States by producing a cadre of practitioners with advance knowledge and skills in in this area. The COPS Office would fund an accredited academic institution to develop a first-of-its kind Masters of Community Policing Science degree program that blends a rigorous academic curriculum with management training, real-life experiences and case-studies. Participants in COPS-MED would take part in projects designed to address challenges facing the profession. The projects would result in publications to be distributed throughout the law enforcement field.

The COPS Office will continue use of the CPD Program "Microgrant Initiative" through FY 2016. The program consists of a small number of awards made directly to local law enforcement agencies to provide seed funding to implement and test innovative community policing strategies. This initiative was developed because COPS staff noticed that approximately 10% of the overall CPD applications contained proposals from small agencies, in particular, that had applied for CPD grants in the past, but did not have the resources or support to develop their ideas fully or replicate them for use by other agencies. This new approach has allowed these agencies to receive resources and try new ideas. The COPS Office has managed them as a group, created a supportive virtual community of practitioners, and provided technical assistance if they need it. The results will be published by the COPS Office so that other small agencies can learn from their experiences.

The COPS Office provides a unique service by focusing on the importance of the community perspective in state and local initiatives. Through the broad range of training and technical assistance provided through the CPD Initiative, the COPS Office has partnered with other DOJ and federal government entities doing placed-based work in communities to enhance public safety.

In addition to the community-based initiatives that training and technical assistance funding supports, the COPS Office also supports other critical DOJ law enforcement initiatives. For example, it supports the COPS Office's partnership with the Bureau of Justice Assistance (BJA) on the "Officer Safety and Wellness Working Group." This working group was created to address the alarming increase in the number of officers killed in the line of duty and is a critical initiative designed to create promising practices on preventing officer in the line of duty deaths. The working group is meeting with law enforcement stakeholders such as the International

Association of Chiefs of Police and the National Sheriffs' Association. The COPS Office also partners with the DOJ Community Relations Service on curriculum and outreach to communities in Puerto Rico and with the Civil Rights Division to identify agencies whose issues do not rise to the level of an investigation but could benefit from technical assistance.

The COPS Office strategically creates community policing development themes and outcomes to address the current, long-term and emerging needs of law enforcement and related stakeholders. The annual Community Policing Development themes and outcomes are based on Administration priorities, emerging issues, and needs of the field. These issues, priorities, and needs frequently change from year to year.

The COPS Office has the expertise and resources necessary to develop, execute and monitor a highly successful CPD Initiative focusing on the priority, critical, and emerging issues, determined by the Office's experience in working with state, local and tribal law enforcement to be the most pressing issues facing the field today.

Collaborative Reform Model (Collaborative Reform Initiative for Technical Assistance)

The Collaborative Reform Initiative for Technical Assistance (CRI-TA) was created in 2011 under the name Collaborative Reform Model, as an initiative with the CPD Initiative. It was created in response to requests from the law enforcement community for a proactive, non-adversarial, and cost effective form of technical assistance for agencies with significant law enforcement-related issues. It provides the Department of Justice with a middle-ground between formal USDOJ investigation and consent decree monitoring through the Civil Rights Division, and smaller-scale resources and assistance currently provided by components such as the COPS Office and Office of Justice Programs.

FY 2014 was the first year in which the COPS Office received a dedicated funding stream for CRI-TA. The COPS Office's FY 2014 and FY 2015 enacted levels included \$5 million for CRI-TA as a carve-out from CHP.

As part of the President's Community Policing Initiative, the FY 2016 Budget contains investments that will help the federal government be a full partner with state and local law enforcement agencies to build and sustain trust between communities and those who serve and protect these communities. These investments include \$20 million for the Collaborative Reform Initiative for Technical Assistance (CRI-TA), which enables the COPS Office to partner with law enforcement agencies that may need assistance on a wide variety of criminal justice issues that range from use-of-force practices, to the deployment of crisis intervention teams, to building trust with the communities served. The program provides assistance to agencies in enhancing and improving their policies and procedures, systems, and culture.

Using subject-matter experts, interviews, and direct observation, as well as conducting research and analysis, the COPS Office assists law enforcement agencies with enhancing and improving their policies and procedures, systems, culture, and relationships with the communities they serve. Where appropriate, the COPS Office will issue a series of recommendations, and be instrumental in assisting agencies with the implementation of those recommendations or finding the right resources to do so.

Overview of the CRI-TA Process:



The Collaborative Reform Initiative helps to proactively promote organizational and cultural changes in law enforcement agencies across the U.S., which would allow for the Justice Department to facilitate moving towards a critical mass of change efforts that would positively influence the policing profession. A key component of the program is that the recommendations have applicability beyond the individual agencies in which these reviews are conducted. The recommendations and outcomes from these sites benefit agencies nationwide as they can adapt them to their own critical needs.

In keeping with the Attorney General’s Smart on Crime Initiative, this program works in part to ensure all populations are treated equally in their encounters with law enforcement.

For example, in FY 2011 the COPS Office began working with the Las Vegas Metropolitan Police Department (LVMPD) to provide an in-depth analysis of five years of officer-involved shootings. In October 2012, the COPS Office published a report summarizing the result of the initiative, entitled *Collaborative Reform Process: A Review of Officer Involved Shootings in the Las Vegas Metropolitan Police Department*. This report has been referenced and used by many other agencies beyond LVMPD to inform their own issues around these and similar topics. The recommendations have applicability beyond the individual agencies in which these reviews are conducted. Twenty-three cities attended a COPS sponsored forum on the report to learn how to implement the findings in their own agencies. LVMPD has made considerable progress in changing its policies, tactics and training through the COPS Collaborative Reform Initiative. In 2013, LVMPD successfully implemented 90% of the eighty recommendations identified in the report.

There has been a general trend toward the reduction of officer-involved shootings (OISs) in the LVMPD. There has been a general trend toward the reduction of officer-involved shootings (OISs) in the LVMPD. In 2010, LVMPD experienced 25 OISs, a record number. However, since implementing the Collaborative Reform recommendations on their policy and procedures, training and tactics; investigation and documentation, and external reviews; the number of OISs declined to 13 in 2013. These statistics and collaboration with the COPS Office demonstrate LVMPD’s commitment to reforming the agency and building trust with the community served. Due to the potential for the technical assistance provided through the Collaborative Reform Initiative to transform agencies, COPS initiated the Collaborative Reform work in two additional sites in 2013: the Spokane (WA) and Philadelphia (PA) Police Departments. In 2014, the COPS Office initiated efforts in Fayetteville (NC), Baltimore (MD) and St. Louis County (MO).

These statistics and collaboration with the COPS Office demonstrate LVMPD's commitment to reforming the agency and building trust with the community served. Due to the potential for the technical assistance provided through the Collaborative Reform Initiative to transform agencies, COPS initiated the Collaborative Reform work in two additional sites in 2013: the Spokane, Washington and Philadelphia, Pennsylvania police departments. In 2014, the COPS Office initiated efforts in Fayetteville, North Carolina, Baltimore, Maryland and St. Louis, Missouri.

Impact of COPS Training and Technical Assistance:

Critical Response to Detroit, MI Police Department (Executive Leadership Forum): Through the Critical Response Technical Assistance Program, the COPS Office convened a working group of law enforcement executives who have dealt with bankruptcy issues, mass layoffs, and similar catastrophic resource reductions.

The Executive Leadership Forum provided the Detroit Police Department's (DPD) executive team members a unique opportunity to dialogue directly and candidly with four police executives who bring more than 100 years of combined law enforcement experience. The chiefs shared with the DPD executive team their experiences and leadership lessons learned in navigating economic challenges; operational practices; personnel issues; training needs; union negotiations; political sensitivities; and community relations in their respective cities.

Peer to Peer Exchanges: Peer-to-peer exchanges provide the opportunity for law enforcement personnel to interact with and learn from other peers involved in the same line of work or area of responsibility. The exchanges allow for the sharing of best practices and real world examples. When peer-to-peer exchanges occur effectively among agencies, they enhance the professional development of the participants and increase capacity and knowledge base within participating agencies. Peer-to-peer exchanges foster communication, collaboration, and the sharing of best practices. The exchanges are scalable in that they can be as minimal or robust as necessary; they can accommodate individuals or groups. A series of three exchanges among officers from the DPD and the Los Angeles Police Department (LAPD) have been planned. The first exchange on Professional Standards occurred in May 2014. The objectives for each exchange are:

Professional Standards - Internal Affairs (IA):

- Learn how LAPD manages their caseload, including prioritization of cases and resource allocation.
- Learn how LAPD manages their overall process for adjudicating cases and their disciplinary process as it relates to agency policies and procedures.
- Learn how LAPD manages reenactment of officer-involved shootings and gain a greater understanding of the related benefits and challenges of the reenactments.
- Gain a greater understanding of the LAPD IA process to promote public trust.

Gang Information and Intelligence:

- Learn how the LAPD gathers gang information and intelligence, including information obtained for field interview cards.
- Learn how the LAPD manages gang information and intelligence to prioritize investigative activity.

- Learn how the LAPD coordinates gang investigations with other activities and/or conducts joint investigations.
- Gain a greater understanding of community-focused practices and initiatives related to LAPD's gang investigative function.

Community Policing:

- Learn how the LAPD integrates community policing within the organization.
- Learn how the LAPD utilizes Community Policing Advisory Boards to support the agency's community policing efforts.
- Learn about the roles and responsibilities of the LAPD Senior Lead Officer and how this translates with the Detroit Police Department's Neighborhood Police Officers.

Detroit Police Foundation: In support of the objective to leverage the Detroit Public Safety Foundation to secure private and public funding for the DPD, two technical assistance efforts are proposed to be delivered in coordination with the DPD and the foundation:

- An organizational and operational assessment of the foundation, including a report outlining assessment results and recommendations.
- Development and establishment of a strategic plan, including a grants agenda.

In addition to providing assistance to Detroit, Michigan through the Critical Response cooperative agreement, the COPS Office incorporated the city as a site in two FY 2013 Community Policing Development awards:

- An effort designed to improve the knowledge and practices related to vacant property rehabilitation. The focus is to move beyond mere abatement to the creation of and support for a law enforcement role in community revitalization in partnership with city planners and community development organizations.
- An urban homicide reduction initiative that provides training and technical assistance to local law enforcement agencies in urban jurisdictions to build their capacity to prevent homicides and related events using a homicide review prevention model.

COPS will also provide an Instructor Development Training on Tactical Community Policing for Homeland Security in Detroit. This course is designed for law enforcement trainers tasked with preparing local officers to effectively engage in homeland security activities in a thriving community policing environment. The goal of this Instructor Development Program is for participating trainers to take the comprehensive presentation materials back to their own agencies and teach the various components of the program in formats suitable to their agencies' needs.

Technical Assistance to San Diego Police Department: In March 2014, the COPS Office began a short term assessment of police misconduct and will provide technical assistance to the San Diego Police Department. The goals are to help identify the cause of a series of misconduct issues within the department and share lessons learned with law enforcement agencies across the country.

Integrated School Resource Officer Safety Model and Training Curriculum: The Integrated School Resource Officer Safety Model and Training Curriculum project is designed to expand the knowledge base for school resource officers and those that select, hire, train, and manage

them, setting a national standard for their role in school safety. The VTV Family Outreach Foundation will develop a multidisciplinary interactive school resource officer model toolkit and training curriculum that can be used during joint sessions with school administrators and mental health and other service professionals for K-12 schools. The model and training curriculum will increase the ability of law enforcement agencies, educators, school administrators, and necessary stakeholders (including mental health and other service providers, parents, and students) to work together under integrated and individually tailored school safety and security plans. This project will incorporate how the school resource officer's duties and functions intersect with all aspects of school safety, including physical security, emergency preparedness and crisis response, prevention and wellness promotion, overall school safety and climate, early identification and support for students at risk of harming themselves or others, mental health and service provision, and student, parent, and community engagement.

Police Foundations: Police Foundations are vehicles through which police departments and the private sector interact. There are a number of resources that the private sector has at its disposal that can be very useful for police departments. Foundation resources do not supplement local budgets; they augment them. These extra resources bring the means to police departments to do experiments and try innovation in equipment, new investigative techniques, or specialized training. Through a CPD award, and a partnership with Police Executive Research Forum (PERF) and the Target Corporation, a project has been launched entitled the National Police Foundations Network to provide best practices, technical assistance, and written toolkits for both law enforcement and the private sector to work productively together to enhance the operations of law enforcement agencies.

Countering Violent Extremism (CVE): The COPS Office has funded four projects supporting the White House Strategic Implementation Plan on countering violent extremism (CVE). The International Association of Chiefs of Police (IACP) is convening experts and practitioners to develop a guidebook on the threats developed in the social media environment. The Vera Institute is teaching police departments how to engage Arab and Muslim communities. In an interview for the COPS Podcast Series featured on our website, Ronald Haddad, Chief of Police from Dearborn, MI, discussed how community policing helps engage the at-risk youth community. By participating in civil rights organizations, the chief listens to members' concerns and tries to build trust with the Yemen community. He also addresses intelligence needs through an all-crimes approach, making the community an equal partner in the solutions.

Racial Reconciliation and Enhanced Police Legitimacy: The National Network for Safe Communities represents and supports cities throughout the United States in application and advancement of strategies that have been proven to reduce serious violent crime and eliminate overt drug markets. The National Network will produce a practical guide for law enforcement agencies seeking to promote racial reconciliation, community self-governance, and enhanced police legitimacy. The guidebook will help address the process of law enforcement-community engagement around incendiary issues, the challenges encountered, and the lessons learned. The final product will provide law enforcement and communities the tools to productively and more confidently engage in "truth-telling and reconciliation" to begin the healing process as communities create new ways to relate to law enforcement and together they set new expectations for behavior.

In addition, the COPS Office will be a partner, along with OJP's Office of Juvenile Justice and Delinquency Prevention, OVW, and Community Relations Service (CRS), in the new National Initiative for Building Community Trust and Justice. COPS' previous work in racial reconciliation, fair and impartial policing, and procedural justice will be integral to the launch of the Initiative, as we work to collect resources, develop next steps, and help provide technical assistance to the field.

Students Talking It Over with Police (STOP) Program: The Milwaukee PD Students Talking It Over with Police (STOP) was recently funded as a CPD Microgrant. It is designed to increase positive perception and decrease negative perception of the police among youths (relationship building); increase knowledge of police officer functions (especially knowledge related to field interviews and traffic stops) among youth; and increase knowledge of what to do when in contact with or stopped by the police. The project strategy includes rolling out STOP to the entire school district to train approximately 600 students.

The program will be measured with the assistance of researchers from the University of Wisconsin Milwaukee. The evaluation will use pre and post tests in order to measure the program's effectiveness. The pre-test will have specific questions in order to measure the youths' current perception of the police, trust level of police, and base level knowledge of what Milwaukee police officers job entails. A post-test will be administered at the end of each seven (7) week course. The evaluation will measure:

- Any statistical differences in perception of the police among program participants;
- Any statistical differences in trust level of the police among program participants; and
- Knowledge of the police and police encounters before and after completion of the STOP Program.

The researchers will also conduct visual observation of selected random sessions and host focus groups with program participants. The findings of the evaluation will be published in an annual report.

Rebuilding Law Enforcement-Community Relationships in Violent Neighborhoods: The Camden County Police Department (CCPD) was recently awarded a CPD Microgrant. CCPD, in partnership with the Walter Rand Institute for Public Affairs at Rutgers University, will work to rebuild community-law enforcement relationships in high crime neighborhoods beset by violence. CCPD recently took over patrol of the city of Camden after its police department was disbanded due to fiscal distress. The goals of this project are to increase law enforcement legitimacy, improve the community member's perceptions of trust and safety, reduce the levels of violent crime, and improve clearance rates for violent crimes. The partnership will leverage data-driven strategies to target city resources to the communities, families, and individuals who are most heavily victimized by gun-related violence and implement community policing and problem-solving practices as the core operational strategies.

Ferguson, Missouri: Recent events in Ferguson, Missouri and around the country have shone a spotlight on the importance of strong, collaborative relationships between local police and the communities they protect. As the country has witnessed, disintegration of trust between law enforcement agencies and the people they protect can destabilize communities, undermine public safety, and in the worst case, produce tragic results.

Currently, the COPS Office is providing a wide-range of support, resources, and assistance to the law enforcement agencies and communities within the St. Louis metropolitan area. Through our Collaborative Reform and Critical Response Initiatives, we are delivering immediate access to national experts, while also assessing existing practices and issuing recommendations that will ultimately support longer-term transformation in police practices and strengthened community relationships.

2. Performance Tables

PERFORMANCE AND RESOURCES TABLE												
Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels. Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.												
Decision Unit: Community Oriented Policing Services												
RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2015 Program Changes		FY 2016 Request	
Workload												
Number of grants awarded and maintained			3,025		1,994		2,064		N/A		Discontinued in FY16	
Number of new awards made in FY			366		342		330		29		535	
Number of grants closed out in FY			188		1,150		257		218		475	
Total Costs and FTE (reimbursable FTE are included, but reimbursable costs are bracketed and not included in the total)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			118	204,000	118	204,000	118	208,000	0	95,500	118	303,500

RESOURCES			Target		Actual		Projected		Changes		Requested (Total)	
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2014		FY 2014		FY 2015		Current Services Adjustments and FY 2015 Program Changes		FY 2016 Request	
Program Activity		Supporting Law Enforcement by Advancing Community Policing Through Grant Resources	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			113	194,818	109	193,696	100	253,447	(4)	-6,716	96	246,731
Performance Measure: Outcome	3.1	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	1.6		0.15		Discontinued in FY15		N/A		Discontinued in FY15	
Performance Measure: Outcome	3.1	90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period	New in FY15		N/A		90%		0%		90%	
Performance Measure: Output	3.1	Number of officers funded	9,962		9,951		10,841		1,278		12,119	
Performance Measure: Output	3.1	Number of officers hired	8,492		8,158		9,465		931		10,396	
Performance Measure: Outcome	3.1	Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased your agency's community policing capacity	New in FY16		N/A		New in FY16				75%	
Program Activity		Advancing Community Policing Through Knowledge Resources	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			5	9,182	9	10,304	9	15,355	13	41,414	22	56,769
Performance Measure: Output	3.1	Number of COPS knowledge resource products distributed	224,000		304,251		224,000		8,000		232,000	
Performance Measure: Output	3.1	Number of People Trained	13,000		10,977		13,000		(4,000)		9,000	
Performance Measure: Outcome	3.1	Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) have increased grantee community policing capacity	New in FY16		N/A		New in FY16		60%		60%	

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Office of Community Oriented Policing Services									
	Performance Report and Performance Plan Targets		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	FY 2016
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Outcome	COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding	New in FY 13	New in FY 13	New in FY 13	1.8	1.6	0.15	Discontinued in FY 15	Discontinued in FY 15
3.1	Outcome	90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period	New in FY 15	New in FY 15	New in FY 15	New in FY 15	New in FY 15	N/A	90%	90%
3.1	Output	Number of officers funded	6,094	7,115	8,005	8,979	9,962	9,951	10,841	12,119
3.1	Output	Number of officers hired	4,169	5,305	5,930	7,104	8,492	8,158	9,465	10,396
3.1	Output	Number of COPS knowledge resource products distributed	2,170,926	1,563,183	1,970,576	1,132,047	224,000	304,251	224,000	232,000
3.1	Output	Number of people trained	13,506	10,975	8,675	22,322	13,000	10,977	13,000	9,000
3.1	Outcome	Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased your agency's community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	New in FY 16	N/A	New in FY 16	75%

Strategic Objective	PERFORMANCE MEASURE TABLE									
	Decision Unit: Office of Community Oriented Policing Services									
	Performance Report and Performance Plan Targets		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	FY 2016
			Actual	Actual	Actual	Actual	Target	Actual	Target	Target
3.1	Outcome	Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) increased grantees' community policing capacity	New in FY 16	New in FY 16	New in FY 16	New in FY 16	New in FY 16	N/A	New in FY 16	60%

N/A = Data unavailable

* Denotes inclusion in the DOJ Annual Performance Plan

Definition, Validation, Verifications, and Limitations:

COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates through the implementation of a comprehensive community policing strategy within targeted COPS-funded cities compared to the crime rates of cities of similar size and demographics that have not received COPS funding. This measure will also include one indicator, the overall violent crime rate for the targeted hiring grantees. Note: The COPS Office agrees that results from the pilot measures will be generalizable to similar hiring grants targeted to specific local public safety problems.

90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period. In their CHP application, grantees are required to select specific project goals regarding the public safety problems that they have committed to address with this funding. They are also required to identify specific data that they will use to measure those outcomes. In quarterly progress reports to the COPS Office, grantees will be asked to report on the extent to which they have accomplished these program outcomes. Grantees that select fully or partially accomplished will be included in this measure.

Number of Officers Funded: This is the number of officer positions for which the COPS Office has provided grant funding.

Number of Officers Hired: This is the number of COPS funded officer positions that law enforcement agencies have hired.

Number of COPS knowledge resource products distributed: This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. This measure is per Fiscal Year.

Number of people trained: This measure is provided by the COPS Office community policing training providers including Regional Community Policing Institutes. This measure is per Fiscal Year.

Extent to which COPS knowledge resources (e.g. publications, podcasts, training, etc.) have increased grantees' community policing capacity: Grantees will rate the effectiveness of the COPS knowledge resources in increasing community policing capacity. Data will be collected on a periodic basis through grantee progress reports.

Extent to which COPS grant funding (e.g. officers, equipment, technical assistance, etc.) has increased grantees' community policing capacity: Grantees will rate the effectiveness of the COPS funding in increasing community policing capacity. Data will be collected on a periodic basis through grantee progress reports.

3 . Performance, Resources, and Strategies

The Community Oriented Policing Services decision unit significantly enhances the Department's ability to support **Strategic Goal/Objective (3.1):** Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

The COPS Office is the primary source of federal funding that directly assists state, local, and tribal law enforcement agencies, and the communities they serve, to advance their community policing practices. The grants, technical assistance, training, and best practices offered through COPS programs focus on and specialize in supporting the law enforcement community's efforts to enhance public safety and address community concerns and priorities through the development and implementation of comprehensive community policing strategies. The programs proposed in the FY 2016 Budget directly support state, local, and tribal law enforcement's ability to prevent crime and more effectively address shifts in public safety needs as they arise.

a. Performance Plan and Report for Outcomes

In FY 2016, the COPS Office will introduce two new outcome based performance measures: 1) Effectiveness rating of COPS funding (e.g. officers, equipment, technical assistance, etc.) in increasing community policing capacity of grantees, and 2) Effectiveness rating of COPS knowledge resources (e.g. publications, podcasts, technical assistance, etc.) in increasing community policing capacity of grantees. Community policing capacity is defined as the ability of the officers hired under CHP to employ and report out on these techniques. Data will be collected through grantee progress reports.

The COPS Office's principal performance measures for hiring grant programs are: (1) the number of officers funded, (2) the number of officers hired, and (3) beginning in FY 2015, 90% of COPS Hiring Program (CHP) grantees report they accomplished at least one of their stated project goal(s) for the problem type identified in their CHP application by the end of the grant period. (Note: The new 90% of CHP grantees measure is replacing the measure of the "COPS Office-related contribution to a 3% rate of change over 36 months in homicide violent crime rates." The rate of change in homicide measure will be discontinued in FY 2015.)

These measures demonstrate the impact of COPS hiring grants on law enforcement's ability to implement community policing strategies through the hiring and/or re-hiring of additional community policing officers to their community's streets. The current and proposed measures demonstrate the COPS Office's commitment to use grant-making practices that promote public adoption of demonstrably effective community policing practices in the law enforcement field.

Accomplishments of the COPS Hiring Programs: 1994 to Present

From 1994 through 2008, COPS hiring grants funded over 124,600 officers in over 13,000 of the nation's 18,000 law enforcement jurisdictions.

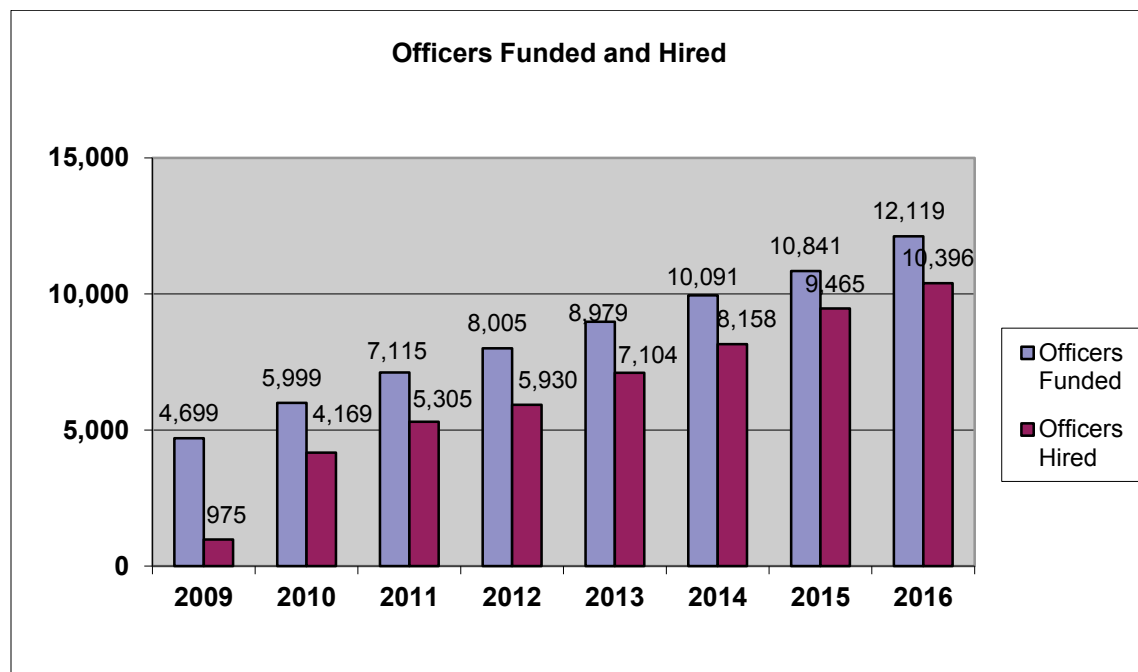
The Administration's priority of funding additional law enforcement officers to improve public safety began in FY 2009 with the COPS Hiring Recovery Program (CHRP), funded by the American Recovery and Reinvestment Act (ARRA). In FY 2009, the COPS Office funded 4,699 officer positions under CHRP. In FY 2010, the COPS Office funded 1,395 additional

officer positions under CHP and CHRP. In FY 2011 and FY 2012, the COPS Office funded 1,021 and 890 positions, respectively. This includes 62 officer positions funded under the FY 2013 Indian Country Program. Thus, the total number of officers that the COPS Office funded in FY 2009 through FY 2012 was approximately 8,000.

In FY 2012, the COPS Office established a veteran requirement for CHP awards to support the hiring of new officers who are military veterans that served on or after September 11, 2001. Of the 828 positions funded in FY 2012 under CHP, approximately 600 will be filled by military veterans. In FY 2013, the COPS Office maintained a commitment to veteran hiring, but changed the requirement to a preference. The 2013 solicitation also included preferences for school resource officers and homicide/gun violence community policing problems. In FY 2013, the COPS Office funded 974 officer positions, including 37 from the FY 2013 Indian Country Program. A total of 972 officer positions were funded in FY 2014, including 28 from the FY 2014 Indian Country Program. The COPS Office anticipates funding approximately 800 and 1,300 additional officer positions in FY 2015 and FY 2016, respectively.

As of the latest progress reporting period of September 2014, 8,158 of the officer positions funded have been filled under this Administration. Of these filled positions, 6,264 are for new hires and 1,944 are for rehired positions. This will bring the total number of officer positions funded from FY 2009 to FY 2016 to approximately 12,050 officers. Of the 12,050 funded officer positions, the COPS Office estimates that approximately 10,400 will be hired by the end of FY 2016.

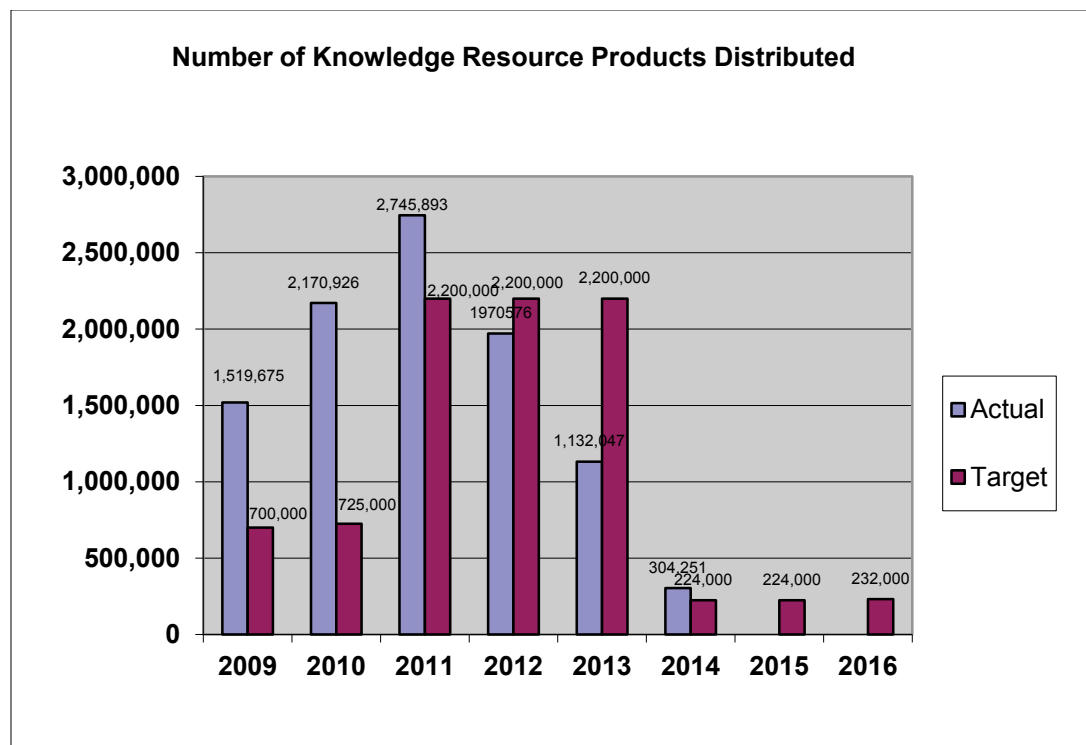
Below is a graph of the number of officer positions funded and filled by the COPS Office during the current Administration, including projections for FY 2015 and FY 2016:



Officers Funded: This is the number of officer positions for which the COPS Office has provided grant funding.

Officers Hired: This is the number of COPS funded officer positions that law enforcement agencies have hired.

The COPS Office continues to ensure that our knowledge resources are distributed to state, local, and tribal law enforcement agencies by focusing additional emphasis on marketing these products and improving knowledge resource recipients' satisfaction. Since FY 2009, the COPS Office has distributed over eight million knowledge resource products.



This data is collected through the COPS Office Response Center. This measure includes the number of downloads of COPS products from the website and the number of hard copy orders mailed. In FY 2014, the COPS Office modified its performance target to reflect a technological change in how the office tracks and records frequency and volume of website activity. The change began in FY 2013, and is reflected in the lower than anticipated estimate of knowledge products distributed. This technological change reflects the Department's guidance to its components on website tracking tools.

b. Strategies to Accomplish Outcomes

In FY 2016, the COPS Office plans to continue efforts to align grant and knowledge resources toward enhancing the public safety in the communities of grantees and knowledge resource recipients that are implementing community policing strategies. To meet these performance outcomes, the Office will focus resources toward those strategic objectives and initiatives that will best ensure effectiveness and positively impact performance outcomes as outlined in the community policing enhancement section of the budget overview.

c. Priority Goals

N/A

V. Program Increases by Item

A. Item Name: COPS Hiring Program

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Hiring Program

Component Ranking of Item: 1 of 5

Program Increase: Positions 0 FTE 0 Dollars \$69,500,000

Description of Item

The COPS Hiring Program adds additional community policing officers to the beat by providing funds for the approved entry-level salary and benefits of each newly hired additional officer position over three years. The proposal for the COPS Hiring Program in FY 2016 includes a maximum award cap of \$125,000 and institutes a 25% local match requirement for all grantees. In addition, COPS Hiring Program funds will be set aside to award grants for hiring tribal law enforcement officers, to support technical assistance through the Community Policing Development (CPD) Initiative, and support law enforcement agencies initiatives to promote diversity in hiring. The FY 2016 request includes a \$69.5 million increase. This increase includes an additional \$12.5 million to the Community Policing Development (CPD) Initiative that is funded through a carve out of CHP funding.

The CPD Initiative is used to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, demonstration projects, applied research, practitioner guidebooks, and best practices. The CPD Initiative funds projects that promote direct innovation and advancement among the 18,000 U.S. law enforcement agencies across specific topics. In FY16, these topics include:

- Law enforcement microgrants to support innovative and experimental projects related to building trust in communities of color, implementing cutting-edge strategies to reduce violence, countering violent extremism, and protecting vulnerable populations;
- National and regional community policing issue forums to explore and address emerging issues;
- Critical response technical assistance on acute and specifically defined needs in law enforcement agencies that may have risen as a result of a high profile event or a major

incident, or a longer term issue with which a department has struggled that requires immediate technical assistance to resolve;

- Demonstration projects on new and emerging issues to support law enforcement agencies with the capacity to develop and implement larger-scale innovative projects on specific topics that are documented in a way to support replication as models across the broader profession.

The \$20 million FY 2016 Budget request for the Community Policing Development Initiative will permit the COPS Office to expand and conduct additional applied research, demonstration, and microgrant projects that promote changes in American law enforcement consistent with the Department's priority goals and the Attorney General's Smart on Crime Initiative. These activities would focus on identifying, testing, and promoting through tools and resources the best practices that protect Americans from national security threats and violent crime, protect the most vulnerable members of society, and reduce systemic disparities in the criminal justice system – all cornerstones of the Smart on Crime Initiative. This increase in funding would also allow the COPS Office to establish a new Community Oriented Policing Management Education and Development Program.

For FY 2016, The COPS Office would work directly with hundreds of law enforcement agencies to institute practices and approaches through:

An expansion of applied research and demonstration projects:

Areas include programs that:

- Protect Americans from national security threats by promoting stronger community relationships and combating violent extremism;
- Protect Americans from violent crime by expanding the level of practice in law enforcement of practices that have been shown to be effective and efficient evidence-based practices;
- Protect the most vulnerable populations through implementing innovative programs and projects on child and human trafficking, child sexual exploitation, sexual assault, and crime in American Indian Country;
- Improve the law enforcement role in reentry in such a way that curbs recidivism and re-victimization; and
- Offer alternatives to incarceration that are led by or involve law enforcement as primary partners.

The continuation of the Microgrant Initiative under CPD:

The Microgrant Initiative under CPD, which provides awards for state, local, and tribal law enforcement agencies to undertake innovative and experimental work in community policing, has been proven as a program of interest for agencies for three years as a sub-area of Community Policing Development.

The Microgrant Initiative under CPD is designed to focus on the implementation and testing in law enforcement agencies of strategies that have been shown to be effective and efficient strategies to address the law enforcement role in pre-trial diversion and re-entry; youth violence prevention programs; human trafficking prevention and investigation; anti-gang programs; child

sexual exploitation; and other Administration priorities as they emerge. This would offer real-world “test-beds” for both initial and replication study evaluations supported through a parallel evaluation grant. A key aspect of *Smart on Crime* is ensuring that practices are tested for effectiveness and are replicable across jurisdictions. The Microgrant Initiative can play a critical role in identifying successful practices for law enforcement.

The establishment of a new Community Oriented Policing (COP) Management Education and Development (MED) Program – COP-MED:

In FY 2016 the COPS Office would establish a new Community Oriented Policing (COP) Management Education and Development (MED) Program – COP-MED – a professional development opportunity for today’s police managers to obtain education, training and skills that will institutionalize community policing in their organizations and lead the community-police organizations of the future. The COPS Office would provide funding through a competitive process to a credentialed academic institution to develop a first-of-its-kind Masters of Community Policing Science degree program that blends a rigorous academic curriculum with state-of-the-art management training and real-life experiences and case-studies. The program would focus on cutting-edge practices; established and evolving criminological, social, and related theory from across other disciplines; and academic curriculum that would include the key research conducted in community policing over the past 20 years with an emphasis on principles and programs with a proven track record. Through that context students would focus on topics such as: using community engagement and partnerships to disrupt terrorist threats and groups, while enhancing community trust and communication; using analytic and problem-solving approaches to better understand and respond to violent crime; understanding promising and effective approaches to reduce recidivism and provide alternatives to incarceration; and protecting the most vulnerable members of our society. The program would also require students to participate in structured research projects with the COPS Office (and/or other DOJ components). These projects would address challenges facing the profession and result in publications to be distributed throughout the field. The program would establish a cadre of practitioners with advanced skills and knowledge of community policing principles.

Summary Justification

Of the \$69.5 million increase requested for the CHP line item in FY16, an additional \$75 million would be available for CHP, due in part for a request for an \$18 million decrease in the carve-out for the Indian Country Program. The demand from state, local and tribal governments for COPS hiring funds remains high, especially with state and local budgets being tightened (for summary of CHP demand see page 22). The additional \$75 million in FY 2016 funding available for CHP after programmatic carve-outs will be used to continue to support the efforts of state, local, and tribal law enforcement agencies in meeting the challenge of keeping their communities safe.

Of the \$69.5 million increase requested for CHP in FY16, \$12.5 million in additional funds would support the needs of CPD. CPD funding contributes to developing the capacity of law enforcement to implement community policing strategies, builds knowledge about effective practices and outcomes, and supports creative approaches to addressing crime and promoting safe communities, such as building communities of trust, overcoming recruitment and hiring challenges and hiring in the spirit of service, improving the use of information technology, and addressing urban violence, gangs, and drug issues. CPD funds also address the unique needs of targeted audiences and stakeholders, such as campus and school safety, tribal and Native

American law enforcement, returning offenders, faith based programs, and agencies implementing large technology initiatives. The COP-MED Program would provide law enforcement leaders with the most effective tools for policing in the 21st century, and allow for the institutionalization of community policing in law enforcement organizations across the nation.

The Department of Justice will continue to invest in work to improve community safety throughout the Nation and significantly contribute to developing the capacity of law enforcement to implement community policing strategies, build knowledge about effective practices and outcomes, and support creative approaches to addressing crime and promoting safe communities.

Impact on Performance

A total of \$69.5 million in FY 2016, which includes an additional \$12.5 million from CHP, for the CPD Initiative, would allow for an expansion of applied research and demonstration projects within the Department's priority goals as indicated on page 47.

The COPS Office has established project purpose areas that are fully aligned with the Department's priority goals:

- Building Trust with Communities of Color
- Implementing Cutting-Edge Strategies to Reduce Violence
- Countering Violent Extremism
- Protecting Vulnerable Populations

Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	180,000	N/A	N/A	N/A	180,000	N/A	N/A	N/A	180,000

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	180,000	180,000
Increases	0	0	0	0	69,500	69,500
Grand Total	0	0	0	0	249,500	249,500

Affected Crosscuts

- State and Local

B. Item Name: Collaborative Reform

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: Collaborative Reform

Component Ranking of Item: 2 of 5

Program Increase: Positions 0 FTE 0 Dollars \$20,000,000

Description of Item

The COPS Office requests \$20 million for a new line item for the Collaborative Reform Model of Technical Assistance (currently called the Collaborative Reform Initiative for Technical Assistance, or CRI-TA).

The COPS Office developed CRI-TA in 2011 as an independent and objective means to organizational transformation through an analysis of policies, practices, training, tactics, and accountability methods around key issues facing law enforcement agencies. The CRI-TA process is part of the Department's overall continuum of services to advance community policing and ensure police agencies engage in constitutional practices. As part of the CRI-TA process, organizational deficiencies are identified, and changes that benefit the law enforcement agency and community are recommended. Once an agency agrees to implement the recommendation—in part or in whole—the COPS Office also tracks the implementation through six month and 12 month reports that are publically available, improving both transparency and accountability.

Justification

Until FY 2014, work associated with CRI-TA was performed within the Community Policing Development Program. In FY 2014, the COPS Office received a dedicated stream of funding for CRI-TA as a carve-out from the COPS Hiring Program (CHP).

CRI-TA is not a short-term solution for a serious deficiency but a long-term solution to build trust and safety between law enforcement agencies and the communities they serve. Due to the high demand and demonstrated value of this type of technical assistance, the COPS Office is seeking a dedicated funding stream for this program to provide additional capacity. These resources would not only enable the COPS Office to assist more cities, but it would also provide support needed to assist all sites from analysis to recommendations to implementation.

To date, one agency (Las Vegas Metropolitan Police Department (LVMPD)) has successfully completed the CRI-TA program and continues to work on institutionalizing transparency and community trust building strategies (full discussion of LVMPD's achievements on page 32). Five other sites Philadelphia, Pennsylvania; Spokane, Washington; St. Louis County, Missouri;

Fayetteville, North Carolina, and Baltimore, Maryland) are in various stages of the process. In FY 2016, the COPS Office would support up to 40 sites.

Impact on Performance

The goal of CRI-TA is to help change the ways in which law enforcement agencies build community partnerships and enhance transparency, to change agencies organizationally through decision making and policies, and to institutionalize reforms with integrated accountability measures.

A key factor in the success of CRI-TA is the COPS Office's collaboration with other DOJ components such as the Civil Rights Division (CRT), the Office of Justice Programs Diagnostic Center, and the Community Relations Service (CRS) for the benefit of local law enforcement. This coordinated approach not only leverages the COPS Office's credibility with state, local, and tribal law enforcement but also fosters communication and coordination within key DOJ components.

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
N/A	N/A	N/A	0	N/A	N/A	N/A	0	N/A	N/A	N/A	0

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	0	0
Increases	0	0	0	0	7,500	20,000
Grand Total	0	0	0	0	7,500	20,000

Affected Crosscuts

- State and Local

C. Item Name: Indian Country

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: Indian Country

Component Ranking of Item: 3 of 5

Program Increase: Positions 0 FTE 0 Dollars \$20,000,000

Description of Item

In FY 2016, the COPS Office request to restore the Indian Country Program. Assistance to Tribal communities remains a high priority within the Department of Justice. Restoration of this program would provide additional resources by which to assist Tribal law enforcement agencies with problem solving through community policing practices. COPS funding would support the training, technical assistance, equipment and anti-methamphetamine program needs of the United States' Tribal communities.

Justification

Many tribal law enforcement agencies face a range of unique obstacles that often challenge their ability to effectively promote and sustain community policing effectively. Unlike municipal police agencies, many tribes still lack basic technology to modernize their departments, such as laptops installed in police vehicles. The officer-to-population ratio still remains higher on Indian reservations than in any other jurisdictions across the country. Finally, tribal law enforcement has a unique challenge of patrolling large areas of uninhabited land. Because of these challenges, tribal law enforcement continues to require federal assistance for hiring personnel and for equipment and technology upgrades.

The COPS Office's Indian Country Program continues to be the number one requested area in the Department's Coordinated Tribal Assistance Solicitation, and the demand continues to be high.

Impact on Performance

When the \$20 million requested in FY 2016 for this program is combined with the \$15 million in funding requested as a carve-out from CHP, a total of \$35 million would be available for this program, a \$2 million increase above the total funding available for Tribal communities in FY 2015. This increase in available resources increases our capacity to advance community policing practices in Tribal communities.

Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	16,500	N/A	N/A	N/A	0	N/A	N/A	N/A	0

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	0	0
Increases	0	0	0	0	7,500	20,000
Grand Total	0	0	0	0	7,500	20,000

Affected Crosscuts

- State and Local

D. Item Name: Countering Violent Extremism (CVE)

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: Countering Violent Extremism

Component Ranking of Item: 4 of 5

Program Increase: Positions 0 FTE 0 Dollars \$3,000,000

Description of Item

COPS Office requests \$3 million as a separate budget line item to develop future CVE initiatives. The funding will support awards to enhance the ability of law enforcement agencies nationwide to partner with local residents, business owners, community groups, and other stakeholders on homeland security initiatives by leveraging established community policing approaches to counter violent extremism through multiple demonstration projects. The funding will also allow for single award for coordination, evaluation, and technical assistance efforts across the funded demonstration sites.

Justification

With a dedicated funding stream of \$3 million in FY 2016, the COPS Office seeks to further advance the use of community policing strategies to counter violent extremism. The goal of this initiative is to build on existing projects and resources that enhance the ability of law enforcement agencies nationwide to partner with local residents, business owners, community groups, and other stakeholders on homeland security initiatives by leveraging established community policing approaches to counter violence extremism through multiple demonstration projects. Preference will be given to applicants and partners that have demonstrated a clear capacity for community policing and have now successfully adapted these community policing

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: DEA Methamphetamine

Component Ranking of Item: 5 of 5

Program Increase: Positions 0 FTE 0 Dollars \$4,000,000

Description of Item

COPS Methamphetamine funding assists state, local, and tribal law enforcement agencies in combating methamphetamine production and distribution, to target drug ‘hot spots’, and to remove and dispose of hazardous materials at clandestine methamphetamine labs. Since 1998, COPS has received more than \$500 million in Methamphetamine funding to make grant awards to combat the spread of methamphetamine nationwide as well as to provide funding to the Drug Enforcement Administration (DEA) for meth lab clean-up activities.

In FY 2016, the COPS Office requests a \$4 million increase to be available to reimburse DEA to help stem clandestine methamphetamine manufacture and its consequences. This funding will be used to address the number of anticipated cleanups expected in FY 2016.

Justification

The number of clandestine lab cleanups has consistently increased since FY 2011 as illustrated here:

Year	Number of Clandestine Lab Cleanups
FY 2011 Actual	5,312
FY 2012 Actual	5,900
FY 2013 Actual	7,891
FY 2014 Projected	8,213
FY 2015 Projected	9,800
FY 2016 Projected	9,800

FY 2016 funding will be available to reimburse DEA to maintain current operations and expand DEA’s Authorized Central Storage (ACS or “Container”) Program from 18 to 20 states; to train and certify state and local law enforcement with clandestine laboratory certification; and to conduct Container Program training.

DEA’s hazardous waste cleanup program reduces costs for cleanups through its centrally managed hazardous waste contracts, supplemented with Container Programs in high-volume states. Savings are realized from reducing emergency travel time and labor costs for responses to smaller laboratory sites. Additional savings are realized in state personnel costs.

Impact on Performance

This \$11 million request aims to meet the Department's priority goal of reducing violent crime as it relates to drug use and protecting vulnerable populations, specifically drug endangered children.

Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	10,00	N/A	N/A	N/A	7,000	N/A	N/A	N/A	11,000

Personnel Increase Cost Summary

Not Applicable.

Non-Personnel Increase Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	0	7,000
Increases	0	0	0	0	7,500	4,000
Grand Total	0	0	0	0	7,500	11,000

Affected Crosscuts

- State and Local
- Drugs

VII. Program Decreases by Item

A. Item Name: COPS Anti-Methamphetamine Task Forces

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Anti-Drug Task Forces

Component Ranking of Item: 1 of 3

Program Decrease: Positions 0 FTE 0 Dollars (\$7,000,000)

Description of Item

The 2014 and 2015 COPS Anti-Methamphetamine Task Force Programs sought to address the growing problem of methamphetamine drugs by assisting state law enforcement agencies in collaboration with other service providers and stakeholders to:

- Establish or enhance existing comprehensive methamphetamine reduction efforts through coordinated investigation activities;
- Increase the use of community policing strategies (including problem-solving, partnerships, and organizational changes) to reduce the manufacture, distribution, and use of illicit drugs; and
- Increase the coordination, information sharing, and collaboration among local, state, and federal public and/or private entities involved in prevention, intervention/treatment, identification of drug endangered children and enforcement activities related to methamphetamine.

The COPS Office is not requesting FY 2016 funding for this program.

Justification

To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2016 by the COPS Office for this program.

Impact on Performance

By redirecting this funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2014 Enacted				FY 2015 Enacted				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
N/A	N/A	N/A	7,500	N/A	N/A	N/A	7,000	N/A	N/A	N/A	7,000

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
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Current Services	0	0	0	0	7,000	7,000
Decreases	0	0	0	0	(7,000)	(7,000)
Grand Total	0	0	0	0	0	0

Affected Crosscuts

- State and Local
- Drugs

B. Item Name: COPS Anti-Heroin Task Forces

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: COPS Anti-Heroin Task Forces

Component Ranking of Item: 2 of 3

Program Decrease: Positions 0 FTE 0 Dollars (\$7,000,000)

Description of Item

This FY 2015 program is to fund grants to law enforcement agencies in States with high rates of primary treatment admissions for heroin and other opioids. The grants must be utilized investigative purposes to locate or investigate illicit activities, including activities related to the distribution of heroin or unlawful distribution of prescription opioids, or unlawful heroin and prescription opioid traffickers through statewide collaboration. The COPS Office is not requesting FY 2016 funding for this program.

Justification

To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2016 by the COPS Office for this program.

Impact on Performance

By redirecting this funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2014 Enacted				FY 2015 Enacted Budget				FY 2016 Current Services			
Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)	Pos	agt/atty	FTE	\$(000)
N/A	N/A	N/A	0	N/A	N/A	N/A	7,000	N/A	N/A	N/A	0

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	7,000	7,000
Decreases	0	0	0	0	(7,000)	(7,000)
Grand Total	0	0	0	0	0	0

Affected Crosscuts

- State and Local
- Drugs

C. Item Name: Regional Anti-Gang Task Forces

Strategic Goal: 3. Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal and International Levels.

Strategic Objective: 3.1. Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs.

Budget Decision Unit(s): Community Oriented Policing

Organizational Program: Regional Anti-Gang Task Forces

Component Ranking of Item: 3 of 3

Program Decrease: Positions 0 FTE 0 Dollars (\$7,000,000)

Description of Item

The COPS FY 2015 Regional Anti-Grant Task Forces Program will fund grants to law enforcement agencies in States to support regional anti-gang task forces. This initiative will support multi-jurisdictional partnerships comprised of Federal, State and local law enforcement agencies to address gang activity, focusing on enforcement, prevention/education, and intervention. These funds can be used for task forces that work toward disrupting gangs that traffic methamphetamine. The COPS Office is not requesting FY 2016 funding for this program.

Justification

To ensure more streamlined efforts throughout the Federal government to combat this issue, and avoid duplicative efforts, no funding is requested in FY 2016 by the COPS Office for this program.

Impact on Performance

By redirecting this funding, the Department will be able to increase resources toward supporting other mission critical initiatives.

Base Funding

FY 2014 Enacted				FY 2015 Enacted Budget				FY 2016 Current Services			
Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)	Pos	agt/ atty	FTE	\$(000)
<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>0</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>7,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>7,000</u>

Personnel Decrease Cost Summary

Not Applicable.

Non-Personnel Decrease Cost Summary

Not Applicable.

Total Request for this Item

	Pos	Agt/Atty	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	0	0	0	0	7,000	7,000
Decreases	0	0	0	0	(7,000)	(7,000)
Grand Total	0	0	0	0	0	0

Affected Crosscuts

- State and Local